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PROBLEMS OF THE MARKETING STRATEGY OF THE ENTERPRISE IN THE FORMATION OF THE INNOVATIVE ECONOMY OF UZBEKISTAN

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Abstract - *This article provides suggestions and recommendations that will allow a company to use its resources and efforts to increase sales and gain a competitive advantage by applying a marketing strategy. Marketing strategy works most effectively when it is part of a corporate strategy that describes how a company will find and engage with customers, opportunities, and competitors in a specific market segment. Simply put, marketing strategy is about understanding your customers and their wants. It is the ability to fulfill all the wishes of the customer better and faster than competitors, which is the key to successful sales and long-term relationships with customers. However, customer requirements and the market itself are constantly changing. Your marketing strategy must always adapt to these changes. Development of a marketing strategy includes the development of a strategy for determining and positioning target market segments, strategies for maintaining relationships with consumers, and development of strategies for planning sales of new products. In the scientific article, special attention is paid to these issues, and recommendations on the necessary directions have been developed.*

Keywords - *Marketing Strategy, Swot Analysis, Intensive Growth, Diversified Growth, Concentric Diversification, Horizontal Diversification, Conglomerate Diversification, Specialist Strategies, Leader, Leader, Follower, Strengths, Opportunities, Weaknesses, Connected, Product, Market, Grid, Combination, Matrices.*

I. INTRODUCTION

The marketing strategy allows the company to direct its resources and efforts to further increase sales and enhance competitive advantage. A marketing strategy works most effectively when it is part of a corporate strategy that describes how a company should find and work with customers, opportunities, and competitors in a given market segment.

Simply put, marketing strategy is all about understanding your customers and their desires. It is the ability to fulfill all the wishes of the client better and faster than competitors do that is the key to successful sales and long-term relationships with customers. However, customer demands and the market itself are constantly changing. Your marketing strategy must always accommodate these changes.

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The development of a marketing strategy involves the identification of target market segments and the development of a positioning strategy, the development of strategies aimed at maintaining relationships with consumers and strategies for planning the sale of new products.
One of the most important elements of a successful marketing strategy is a clear understanding of who your customers are and what their requirements are. That is why more and more companies around the world understand that without a customer relationship management system, it becomes almost impossible to survive in modern business conditions. It is on the basis of customer relationship that a marketing strategy is built, and all requests and needs of customers are determined (controlled).

II. LITERATURE REVIEW

The following scholars have considered problems of the marketing strategy of the enterprise in their research: Gary Armstrong, Philip Kotler [1], Kotler F. [2], Shchegortsov V.A. [3], Belyaev V.I. [4], Soloviev B.A., Meshkov A.A., Musatov B.V. [5], Ishikawa K. [6], Feigenbaum A. [7], J. Harrington [8], Juran O.N. [9], Mkhitaryan. Yu. I. [10], Ortik E., Khurshida K., Askar D. [11], Edward S. [12], Jalolovna M.S. [13], Mamatkulova Sh. J. [14], [15], [16].

III. RESEARCH METHODOLOGY

This article summarizes the various approaches to the comparative development of merchandising technological processes aimed at improving the sale of goods in the consumer market, as well as on the basis of the conclusions developed recommendations for integrated application in practice of enterprises.

IV. ANALYSIS AND RESULTS

Every marketing strategy is unique. However, if you leave the details, then you can draw up a common unified model of the marketing strategy. Here, firms are distinguished according to their market share or superiority in the industry. There are usually three types of market dominance:

- Leader
- Leading
- Slave
- Innovative Marketing Strategies - These strategies are common in companies developing new products and using an innovative business vision model. Such strategies determine whether a company is on the cutting edge of the latest technologies and business practices. There are three types of strategies:
- Pioneers
- Runners-up
- Lagging behind
- Growth Marketing Strategies This is about how a company should grow and develop. There are usually four answers:
- Horizontal Integration

- Vertical integration
- Diversification
- Intensification

The marketing strategy must be constantly updated and modified to be fully consistent with the current state of the market. The same should happen with the line of products and services.

The development of a marketing strategy involves conducting a SWOT analysis of a positioned object in the market. Such an object can be a product, a store or the company itself. To develop a marketing strategy, a SWOT analysis of the positioned object is carried out and, at the same time, a SWOT analysis of the t-competitor is carried out. Strengths, weaknesses, opportunities and threats are highlighted. The results of the SWOT analysis are used to determine the position of the product in the market and its position relative to the competitor's product. The analysis is carried out on the basis of expert information or in the process of brainstorming. Based on the results of the SWOT analysis, a marketing strategy is being developed.

The purpose of building an extended SWOT matrix is to focus the analyst's attention on building four groups of different marketing strategies. Each group of marketing strategies uses a certain paired combination of internal and external circumstances.

Marketing strategy WT weaknesses-threats (mini - mini). The goal of any W T strategy is to minimize weaknesses and threats. Marketing strategy W About weakness - opportunities (mini - maxi). The strategies of this group try to minimize weaknesses and at the same time maximize opportunities. Marketing strategy S T is strength-threat (maxi - mini).

The purpose of these strategies is to maximize strength and minimize threats as a marketing strategy.

Marketing strategy S About power-opportunity (maxi - maxi).

During the preparation of the strategic plan, the company decides in which areas to direct its efforts.

A growth marketing strategy can be developed based on the analysis carried out at three levels. At the first level, opportunities are identified that the company can take advantage of at the current scale of activity (opportunities for intensive growth). At the second level, the possibilities of integration with other elements of the industry's marketing system (opportunities for integration growth) are identified. At the third stage, opportunities are identified outside the industry (opportunities for diversified growth).

Intensive growth. Intensive growth is justified in cases where the company has not fully exploited the opportunities inherent in its current products and markets. To identify opportunities for intensive growth, I. Ansoff suggested using a convenient technique called “ product and market development grids ” . This grid indicates three main varieties of high-growth opportunities.

1. Deep market penetration is about finding ways for the firm to increase sales of its existing products in existing markets through more aggressive marketing. To do this, the company can:

a) encourage current customers to increase the number of purchases;

b) try to attract buyers of competing brands by offering them lower prices or strenuously promoting their product as the best;

c) try to recruit new potential users, that is, those who are not currently using the product, but who have the same demographic profile as existing customers.

2. Market expansion is the firm's attempt to increase sales by introducing existing products into new markets. To do this, the company can:
a) start distributing its product in new geographic markets - regional, national and international, where it was not previously distributed;
b) make the product attractive to new segments of the consumer market, giving it the appropriate features;
c) try to establish the sale of goods to new market segments of enterprises and institutions.
3. Product improvement is the firm's attempt to increase sales by creating new or improved products for existing markets. To do this, the company can create new, different from the previous product, which
a) create new, different products that her customers would like. Integration growth is justified in cases where the industry has a strong position or when the firm can receive additional benefits by moving back, forward or horizontally within the industry. Regressive integration is the firm's attempt to acquire ownership or control over its suppliers. Progressive integration is the firm's attempt to acquire ownership or tighter control of the distribution system. Horizontal integration consists in the firm's attempts to acquire ownership or put under tighter control a number of competing enterprises.
diversified growth. Diversified growth is justified when the industry does not provide the firm with opportunities for further growth, or when growth opportunities outside the industry are much more attractive. Diversification does not mean that the firm should jump at every opportunity that presents itself. The company must identify for itself the directions where it will find the application of the experience it has accumulated, or directions that will help eliminate the shortcomings it currently has. There are three types of diversification.
1. Concentric diversification, that is, the replenishment of its nomenclature with products that, from a technical or marketing point of view, are similar to the company's existing products. As a rule, these goods will attract the attention of new classes of customers.
2. Horizontal diversification, that is, replenishing your assortment with products that are in no way related to those currently produced, but may arouse the interest of the existing clientele.
3. Conglomerate diversification, that is, the replenishment of the assortment with products that have nothing to do with either the technology used by the company or its current products and markets.

In the process of its creation and operation, enterprises cannot do without the use of the basic principles of marketing. In a broader sense, it is a comprehensive, versatile and purposeful work in the field of production and the market, acting as a system for coordinating the capabilities of an enterprise and existing demand, ensuring the satisfaction of the needs of both consumers and producers.
The development of a marketing mix, including the development of a product, its positioning using a variety of sales promotion measures, is closely related to strategic management. Before entering the market with a specific marketing strategy, the company must clearly understand the position of competitors, its capabilities, and also draw a line along which it will fight with its competitors.
When forming a marketing strategy for a company, four groups of factors should be considered:
1. Trends in the development of demand and the external marketing environment (market demand, consumer requests, product distribution systems, legal regulation, trends in business circles, etc.);

2. The state and features of competition in the market, the main competing firms and the strategic direction of their activities;
3. Management resources and capabilities of the company, its strengths in the competition;
4. The main concept of the company's development, its global goals and entrepreneurial tasks in the main strategic areas.

The starting point for the formation and marketing strategy is an analysis of a dynamically developing market environment and a forecast for further market development, which includes: macro and micro segmentation, an assessment of the attractiveness of selected product markets and their segments, an assessment of the competitiveness and competitive advantages of a company and its products on the market.

At the level of the enterprise as a whole, a general strategy is formed, which reflects the general strategic line of development and a combination of its possible directions, taking into account the existing market conditions and the capabilities of the company. Plans and programs of marketing activity are based on it. At the level of individual areas of activity or product divisions, they and the enterprise develop a development strategy for this area, associated with the development of product offerings and the distribution of resources for individual products. At the level of individual products, functional strategies are formed based on determining the target segment and positioning a particular product on the market, using various marketing tools (price, communications). The key point in the development of a company's marketing strategy is the analysis of the internal and external environment. Analysis of the internal environment allows you to identify the capabilities of the enterprise for the implementation of the strategy; analysis of the external environment is necessary because changes in this environment can lead to both expanding marketing opportunities and limiting the scope of successful marketing. Also, in the course of marketing research, it is necessary to analyze the “consumer-product” relationship, the characteristics of competition in the market of this industry, the state of the macro environment, the potential of the industry in the region where the company is going to operate. A rather widely recognized approach that allows for a joint study of the external and internal environment is SWOT analysis. In addition, SWOT analysis allows you to develop a list of strategic actions aimed at strengthening the competitive position of the enterprise and its development. When it is carried out, weaknesses and strengths are initially identified - these are factors of the internal environment that will contribute to or hinder the effective operation of the company; as well as opportunities and threats - environmental factors that favor or hinder the development and effective functioning of the organization. Based on the data , a SWOT table is compiled , after which the questions should be answered:

- whether the company has any strengths or main advantages on which the strategy should be based;
- whether the company's weaknesses make it vulnerable to competition and what weaknesses the strategy should smooth out;
- what opportunities the company can use with its resources and experience to really count on luck;
- what opportunities are the best from the point of view of firm;
- what threats should management be most afraid of in order to ensure their reliable protection.

It is also necessary to establish links between internal and external parties. To do this, a SWOT matrix of 4 fields is compiled. In each of these fields, the researcher must consider all possible pair combinations and highlight those that should be taken into account when developing an organization's behavior strategy.

In the field of "strengths " - opportunities ", a strategy should be developed to use the strengths of the organization in order to get a return on the opportunities that have appeared in the external environment (it is proposed to use them as strategic development guidelines).

It would be more correct to consider the opportunities that open up not only for a particular enterprise, but also for its competitors in the relevant market where the company operates or intends to operate. These opportunities allow you to develop a program of certain actions - the company's strategy.

The combination "weaknesses - opportunities" is proposed to be used for internal transformations. The strategy should be built in such a way that, due to the opportunities that have appeared, it should try to overcome the weaknesses in the organization.

The combination of "strengths - threats" is considered possible to use as potential strategic advantages. The strategy should include the use of the forces of the organization to eliminate threats.

The combination of "weaknesses - threats" is proposed to be considered as a limitation of strategic development. The organization must develop a strategy that would allow it to get rid of weaknesses, and at the same time try to prevent the threat looming over it.

When developing strategies, it must be remembered that opportunities and threats can turn into opposites. Thus, an untapped opportunity can become a threat if a competitor exploits it. Or, conversely, a successfully prevented threat can create an additional strength for the organization in the event that competitors have not eliminated the same threat.

To assess the competitive position of the company, a methodological tool called "benchmarking" is used.

This term refers to a comparative analysis of the key success factors (business parameters) of the analyzed enterprise with its main competitors. In other words, it is a procedure for managing the competitive potential of a firm. As a rule, a comparative analysis is carried out according to the following parameters:

- market share;
-quality and price of products;
-production technology;
- cost and profitability of products;
- the level of labor productivity;
-volume of sales ;
- distribution channels for products and proximity to sources of raw materials;
- the quality of the management team;
-new products;
- the ratio of domestic and world prices;
- the company's reputation;
- competitor strategies and plans;

-study of the competitiveness of products and the effectiveness of marketing activities. This comparison is necessary to determine what the company should strive for and what needs to be changed.

The results of SWOT -analysis and benchmarking make it possible to conduct a full-scale and, which is very important, fairly objective assessment of the company's competitive position in the industry. In the course of the study, it is important to analyze the relationship "consumer - product", that is, the study of consumer behavior.

Directions for studying consumers are:

- attitude of consumers to the company;
- attitudes to various aspects of the company's activities in the context of individual elements of the marketing mix (manufactured and new products of the company, characteristics of modernized or newly developed products, pricing policy, efficiency of the distribution network and product promotion activities);
- the level of satisfaction of consumer requests (expectations);
- consumers' intentions;
- making a purchasing decision;
- consumer behavior during and after the purchase;
- consumer motivation (what characteristics of the product for purchase are the most important for them: quality, price, taste, etc.)

- It is also necessary to investigate the attitudes of consumers towards the brands of competing manufacturers. Depending on the opportunities and threats, the potential of the company, as well as the state of the competitive environment, that is, on the basis of the study, a general strategy for the development of the company is developed. It can be represented by one type of strategy or a combination of them. At the same time, several types of strategies can be distinguished: growth strategies, competitive strategies, competitive advantage strategies. The most common strategies are growth strategies, which reflect four different approaches to the growth of the firm and are associated with a change in the state of one or more of the following elements: product, market, industry, position of the firm within the industry, technology. Each of these elements can be in one of two states - existing or new. This type of strategy includes the following groups:

1) Concentrated growth strategies - associated with product and market changes, when a company tries to improve its product or start producing a new one without changing the industry, or is looking for opportunities to improve its position in an existing market or move into a new market. This group includes:

- A strategy for strengthening market position in which the firm does everything to win the best position with this product in this market.
- A market development strategy is to find new markets for an existing product by entering new segments, penetrating new geographic markets and developing distribution channels. A product development strategy is aimed at increasing sales by developing improved or new products targeted at those markets in which firm operates. This is possible by adding features (increasing the number of functions), improving quality, expanding the range of manufactured goods, rationalizing the range of

goods, updating a homogeneous group of goods. The main tool of this group of growth strategies is product policy and segmentation analysis.

2) Integrated growth strategy - associated with the expansion of the company by adding new structures. In both cases, the position of the firm within the industry changes. There are two main types of integrated growth strategies.

- Reverse vertical integration strategy - is aimed at the growth of the company through the acquisition or strengthening of control over suppliers, or expansion from within.
- The strategy of forward-going vertical integration is expressed in the growth of the company through the acquisition or strengthening of control over the structures located between the company and the end consumer - distribution and sales systems.

3) Diversified growth strategy - implemented if firms can no longer develop in this market with this product within this industry. These include:

- Concentric diversification strategy - based on the search and use of additional opportunities for the production of new products, which are contained in the developed market, the technology used or in other strengths of the company's functioning, while the existing production remains at the center of the business.
- A horizontal diversification strategy involves looking for growth opportunities in an existing market through new products that require a new technology that is different from the one being used.
- The strategy of conglomerate diversification is that the company expands through the production of new products, technologically unrelated to those already produced, which are sold in new markets. This is one of the most difficult development strategies to implement.

4) Purposeful reduction strategy - implemented when the company needs to regroup forces after a long period of growth or due to the need to increase efficiency, when recessions and fundamental changes in the economy are observed, for example, structural adjustment, etc. Under certain circumstances, its application cannot be avoided, and sometimes it is the only possible business renewal strategy.

- A liquidation strategy is an extreme case of a downsizing strategy and is carried out when the firm is unable to conduct further business.
- The "harvest" strategy involves abandoning the long-term view of the business in favor of maximizing income in the short term and is applied to a dead business.
- A downsizing strategy is when a firm closes or sells one of its divisions or businesses in order to effect a long-term change in business boundaries. This strategy can be pursued by diversified firms when one of the industries does not fit well with others or when funds are needed for development. more promising or the start of a new business, more consistent with the long-term goals of the company.
- The cost reduction strategy is quite close to the cost reduction strategy, since its main idea is to look for opportunities to reduce costs and carry out appropriate measures to reduce costs.

M. Porter believes that there are three main areas for developing a strategy for the company's behavior in the market (strategy of competitive advantage). The first area is associated with leadership in minimizing production costs. This type of strategy is due to the fact that the company achieves the

lowest production costs and sales of its products . As a result, it can win a larger market share due to lower prices for similar products.

Thus, cost leadership provides strong protection because the least efficient firms are the first to experience the effects of competition.

The second type of strategy is the differentiation strategy. In this case, the company does not seek to work on the entire market with one product, but works on its clearly defined segment, and in its intentions it must proceed from the needs of not the market as a whole, but quite specific customers. In this case, the firm may seek to reduce costs, or pursue a policy of specialization in the production of the product. It is possible to combine these two approaches. When using this strategy, marketing should be well developed.

Differentiation can take many forms: brand image, recognized technological excellence, appearance, after-sales service.

The third area of strategy development is related to product specialization. In this case, the firm, in order to become a leader in the production of its products, must carry out highly specialized production and marketing. This leads to the fact that buyers choose this brand even at a fairly high price. Firms pursuing this type of strategy must have top-notch designers, an excellent quality assurance system, and a strong marketing system. The goal of this strategy is to better meet the needs of the selected target market segment than competitors. Such a strategy can be based on both differentiation and cost leadership, or both, but only within the target market segment. A specialization strategy achieves a high market share in the target segment, but always leads to a small market share as a whole. An important criterion by which strategies can be classified is market share. Based on this, four types of competitive strategies are distinguished.

1) Leader strategy. The firm-leader of the product market occupies a dominant position, and this is recognized by its competitors. The leading firm has the following set of strategies at its disposal.

- Expansion of primary demand. The goal is to discover new consumers of a product, promote new uses for existing products, or increase one-time consumption of a product.
- defensive strategy. The goal is to protect your market share by counteracting the most dangerous competitors. It is often adopted by an innovator firm that, after it has opened up a new market, is attacked by imitation competitors.
- offensive strategy. The goal is to increase profitability by utilizing the experience effect as widely as possible. The relationship between profitability and market share is observed mainly in the field of mass production, when competitive advantage is associated with cost savings.

2) “Challenge” strategies are typical for firms that do not occupy a dominant position. This strategy is more effective the more market share the leader owns, since for him the acceptance of a reduced price means very large losses; the firm "challenging" will lose significantly less, especially if it is small. There are two options:

- Frontal attack. It involves using the same means against a competitor that he uses, without bothering to look for his weak points. To be successful, a frontal attack requires a significant superiority of forces from the attacker.

- A flank attack involves fighting the leader in that strategic direction where he is weak or poorly defended.

3) Strategies "Following the leader" is a competitor with a small market share that chooses adaptive behavior, coordinating its decisions with the decisions of competitors. Such firms pursue the goal of "peaceful coexistence" and a conscious division of the market. This behavior most often occurs when opportunities for differentiation are low and cross-price elasticity is very high, so that each competitor tends to avoid a struggle that could hurt all firms. This behavior does not mean that a firm cannot have a competitive strategy. There are four main features of the strategies of efficient firms with a small market share: creative market segmentation, effective use of innovation, stay small, strong leader.

4) Specialist strategies. The specialist is only interested in one or a few segments, and not the market as a whole. His goal is to become a big fish in a small river. For the niche that the specialist focuses on to be profitable, it must have sufficient profit potential; have growth potential; be unattractive to competitors; correspond to the specific capabilities of the company; have a stable entry barrier.

Characterization and analysis of various types of marketing strategies allow us to conclude that they largely complement and repeat each other. Moreover, in real practice, as a rule, enterprises develop and apply a certain combination of strategies from a large set of possible ones. The choice of the most acceptable of them is carried out using various methods based on factors that affect the functioning and development of the company.

The above types of marketing strategies coincide with management strategies, as they are based on marketing research and determine the general direction of the company's development. The logical continuation of strategic marketing is complex marketing pressure, implementation and control.

Thus, a true marketing strategy is based on segmentation, differentiation and positioning. It is aimed at finding the company's competitive advantage in the market and developing such a marketing mix that would allow realizing this competitive advantage.

1. Analysis of the internal and external environment (strengths and weaknesses, company opportunities and threats)
2. Choice of development strategies
3. Needs analysis
4. Market segmentation: macro-segmentation and micro-segmentation
5. Selecting the target segment
6. Positioning
7.Complex marketing - mix (product, sales, price, communications)
8. Marketing budget
9. Implementation of the plan and control
10. Evaluation of the effectiveness of marketing strategies.

Segmentation allows you to systematically analyze needs and develop effective assortment concepts of goods and services that provide competitive advantages for the enterprise in the market. Segmentation is the process of dividing a market into groups of consumers with similar needs. There are macro-segmentation, the task of which is to identify the market of goods, that is, the definition of

product and territorial boundaries, and micro-segmentation, the purpose of which is to identify consumers within each segment for a more detailed analysis of the diversity of their needs.

Market segmentation is carried out according to certain criteria. These features include: geographical, socio-demographic, psychographic, behavioral.

Determining the features by which the objects in the sample are evaluated depends on the working conditions of the enterprise, and is the creative task of the researcher. The segments identified during the study require further evaluation of their attractiveness. It is on the basis of this assessment that organizations develop marketing strategies aimed at positioning products, as well as developing a targeted marketing program focused on selected segments. Segments are evaluated according to certain criteria, which include:

1. Segment size and rate of change;
2. Structural attractiveness of the segment. It is determined by the level of competition, the possibility of replacing the product with a fundamentally new one that satisfies the same needs, the strength of the position of buyers and the strength of the position of suppliers of components and resources in relation to the organization in question, the competitiveness of the products in question in these segments;
3. Goals and resources of the organization that develops the segment.

Moreover, when choosing a target market and in order to achieve the maximum possible effect, it is necessary to take into account all these criteria in combination. In selected target markets, the following approaches to their development, that is, segmentation strategies, can be used:

1. Undifferentiated marketing - when differences between market segments are ignored and go to the entire market with one product. At the same time, the manufacturer focuses not on how the needs of various consumers differ, but on what these needs have in common.
2. Differentiated marketing - a strategy of full market coverage is also adopted, but at the same time, each segment (market) has its own specially designed product. This approach allows us to operate in all selected segments with an individual product, price, marketing, and communication policy.
3. Concentrated (focused) marketing - focusing on one or more of the most profitable segments. The strategy is attractive to enterprises with limited resources, which concentrate their efforts where they can use their advantages, providing economies through specialization and a strong market position in the segment due to the high degree of uniqueness and individuality of their products and services.
4. Personalized - a strategy in which the market is divided into the smallest boundaries, down to the level of the individual consumer.

Sometimes within the framework of differentiated marketing, differentiated target marketing is also distinguished. At the same time, their difference is that differentiated marketing means the development of such a marketing mix for selected segments, which differs only in promotion complexes, and differentiated target marketing involves the use of completely different marketing tools for them and, first of all, goods and services are differentiated here, designed for different consumer groups. At the same time, each strategy differs, first of all, in the content of the main tools of the marketing mix; product, price and promotions.

Segmentation must be translated into marketing strategies to gain a differentiated advantage over competitors. Having decided on the choice of target market segments, as well as areas of differentiation, the company proceeds to positioning goods and services in the selected segments.

Positioning determines the nature of the perception of goods by target segments. It can be defined as the development and creation of an image of a product in such a way that it takes a worthy place in the mind of the buyer, different from the position of competitors. Thus, positioning, on the one hand, is associated with the creation of a brand. On the other hand, it affects a variety of areas of the marketing mix: commodity, price, service, development of promotional activities. When positioning, it is necessary to pay attention to those characteristics (arguments) and their combination, which are most important for the consumer. This may be the price, quality of goods or service, the prestige of the company and others. When determining the position of a product on the market, when the number of considered arguments is large, the method of constructing positioning maps is used.

The most commonly used is the map according to the “price-quality” parameters. At the same time, the company chooses its location on the map based on the positions of competing firms in this market, and the choice is justified by the desire to take a place in the target market where there is less competition. A perceptual map with many attributes most important to consumers can also be considered.

Thus, the positioning map makes it possible to generalize many attributes, choose the most optimal positioning option and determine the properties of products that distinguish them favorably from competitors' products, which should be emphasized in advertising messages when creating a brand. Using the information obtained from the positioning map, the company can develop positioning strategies taking into account the strategies used by competitors:

1. Positioning by attribute (association of a product with a specific characteristic).
2. Positioning par excellence.
3. Positioning by use / application (association of a product with a method of application).
4. Positioning by consumer (association of goods with a certain group of consumers).
5. Positioning by a competitor (identification of a product by comparison with a competitor's product).
6. Positioning by product category (association of the product with other products on the market)
7. Positioning in terms of price / quality ratio (using price as an indicator of quality).
8. Apply multiple strategies at once.

Thus, in the processes and methods of segmentation, differentiation and positioning, they most clearly reflect the features of the marketing concept, as they are determined by the specifics of the behavior and needs of individual consumers, they are aimed at finding and choosing the arguments with which the company influences consumers and forms the competitive advantages of its products. Next, the process of operational marketing begins, based on the chosen strategic orientation of the enterprise and the product, that is, the company can engage in a detailed study of the marketing mix marketing mix, which includes the development of the product, pricing policy, and promotion strategies. At the same time, the marketing mix should be developed taking into account the interests and needs of the segment in which the company is oriented.

The development of a marketing strategy is a laborious process that requires a significant investment of time, the ability to correctly analyze the current situation and think creatively. This process begins with an analysis of the external and internal environment and ends with an analysis of the effectiveness of the decisions made. Moreover, at the last stage, it is necessary to find out not only how the planned actions were carried out accurately, correctly and on time, but also how well these actions were chosen to achieve the goal.

When choosing a strategy, management is faced with three main questions related to the position of the company in the market: what business to stop, what business to continue, what business to move into. This means that the strategy focuses on what the organization does and does not do, what is more important and what is less important in the current activities of the organization.

V. CONCLUSION/RECOMMENDATIONS

In addition, no matter what strategies a company pursues, it must be able to quickly respond to changing market conditions and realign its strategic focus. Therefore, in the process of developing marketing planning, a large number of methods and models for developing marketing strategies have been created, that is, methods allow you to choose the right direction for strategic development. Both formal methods and informal ones based on a creative, intuitive approach are used. Matrix analysis methods predominate among the formal ones. These methods involve the construction of a strategic marketing matrix that reflects the company's position in the market, depending on the combination of some factors. One of them is some factor independent of the enterprise, and the other is a factor that characterizes the enterprise itself.

The first experience of using these matrices was the matrix proposed by the American scientist I. Ansoff. This model is designed to generate strategies in the context of a discrepancy between the actual and planned development of the enterprise, when the goals of the enterprise are not achievable using the old strategies, it is necessary to correct them, or to look for new strategic ways. Used to generate strategies in a growing market. Therefore, this model is a visual structuring of market reality, it is easy to use and there is a clear choice of options for growth strategies (intensive and diversified).

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