Formation of Export-Marketing Strategies in Fruit and Vegetable Enterprises

Tuygunoy Mamajanova
Termiz State University, Termiz city, Republic of Uzbekistan

Abstract
In article working out questions international marketing strategy of the enterprises of a fruit-and-vegetable complex are considered and is developed recommendations about its perfection.

Key words

Introduction
The Action Strategy for the Development of the Republic of Uzbekistan for 2017-2021 [1] identifies important tasks to increase the competitiveness of key sectors of the economy. Effective implementation of these tasks requires the implementation of specific measures to increase and improve the efficiency of marketing activities in increasing the volume of exports of fruits and vegetables.

Despite the large-scale work on the introduction of modern market mechanisms and simplification of the procedure for exporting products, there are factors that hinder the growth and expansion of exports of fruit and vegetable products. In particular, today more than 90% of export-oriented fruits and vegetables are grown by small producers on subsidiary farms, including backyards. Most manufacturers are not able to export their products independently because they do not have experience in studying foreign markets, concluding contracts and conducting marketing research.

Based on the above, the development of fruit and vegetable exports requires an in-depth study of scientific and practical problems related to the improvement of organizational and economic mechanisms for developing a marketing strategy, identifying priorities for the development of this market.

Literature review
Foreign scientists L.Tsfu, Ts.Fan, L.Chzhou, I.N.Buzdalov, A.Dankevich, L.V.Agarkova, P.Doyle, F.Kotler, Walker O on the issues of fruit and vegetable production efficiency and marketing strategy -ml., studied by Boyd X.-ml., Larshe J.-K., Mallins Dj., L.V.Agarkova and others [2,3,4,5,6,7,8].

Theoretical and methodological bases of the development of the system of processing of fruits and vegetables, export and marketing were developed by Uzbek scientists A.Abduganiev, R.A.Abdullaev, A.M.Juraev, R.H.Husanov, R.Dustmurodov, A.M. It is studied in scientific works of Kadyrov, F.D.Dusmatov and Sh.Ergashkhodjaeva [9,10,11].

Most of the scientists as well as Mamadjanova, T. A., and Baymirzaev, D. N.[12;13] in their work have considered the formation and operation of the fruit and vegetable growing network. Methods for control efficiency evaluation of the production capacities application at the textile enterprises and the mechanism for optimal control were investigated by Khodiev, B. Y. [14], Mustafakulov, S. I., Yldashev N.[15], Tursunov, B. [16;18], Burkanov A.[17]. However, the signs of the fruit and vegetable market require constant effort and dynamic development. At the same time, today many issues related to the structural and functional organization of marketing of fruit and vegetable products, the improvement of marketing strategy for the development of exports of these products have not been fully explored.

Methodology
Practical and empirical methods of scientific research based on the theory of dialectics have been widely used in the detailed coverage of this article.

The peculiarities of the fruit and vegetable market, in particular, the large number of producers and consumers, the seasonal nature of cultivation, especially horticulture and viticulture, are inextricably linked to natural and climatic conditions, the product is perishable, difficult to store and transport. These features have an impact on the organization of the economy of the fruit and vegetable and viticulture complex.

Analysis and results
The seasonal nature of fruit and vegetable production is, firstly, in the conduct of basic technological processes, uneven distribution and consumption of economic resources, the use of labor resources; secondly, in the organization of preparation, transportation, storage and industrial processing of fruits and vegetables; third, in the formation of prices in the market of fruits and vegetables; fourth, it is reflected in the organization of wages, finances and loans. Marketing organization is an organizational view of the agencies that manage the marketing service, which defines the subordination and responsibility for the performance of this or that task [1].

The export potential of products is mainly achieved through the formation of an organizational structure consistent with the chosen strategy, as well as organizational and economic formation, which provides not only the choice of corporate strategy system, but also the development of measures for its implementation. Although this issue is widely covered in the scientific literature [2,3], we found it necessary to develop our own proposals based on the nature of management and production of fruit and vegetable enterprises.

In our opinion, one of the main requirements for the liberalization of the economy in our country is to ensure the widespread sale of fruits and vegetables in domestic and foreign markets, to acquire modern knowledge about the markets for these products. Therefore, one of the main organizational tasks of the marketing service in fruit and vegetable enterprises is to attract highly qualified personnel in the organization of marketing, in particular, the methodology of conducting marketing research.
In export activities, a trade management specialist is required to have experience in analyzing changes in the sales market, the ability to effectively organize commodity, pricing policy. In addition, sales staff must have a thorough understanding of the technology of production of goods and the essence of changes in it.

In general, regardless of the approach to the organization of marketing services in enterprises, the powers and responsibilities of the marketing department should be clearly defined, the relationship between the marketing service and other responsible departments on the type of product sold should be properly regulated (Figure 1).

It is important to develop and improve a well-founded marketing policy in the effective organization of marketing services in fruit and vegetable enterprises operating in a highly competitive environment, especially in export-oriented enterprises. Marketing policy is an important document that sets out the main requirements for the marketing strategy of the enterprise, defines the priorities of the marketing process.

In our opinion, in order to take full advantage of the existing opportunities and use marketing principles in expanding the export of fruits and vegetables, it is necessary to:
- identification of new enterprises with export potential through the registration of existing enterprises, providing them with practical assistance in starting export activities;
- assisting exporters to obtain international certificates and licenses that fully meet the requirements of world standards, including Global GAP, ISO and other documents;
- 20 million exhibitions and fairs in the CIS and Europe in 2018 with the participation of entrepreneurs, signing of export contracts worth more than USD;
- Assistance in finding foreign partners and signing export contracts for entrepreneurs by studying the demand for products and services in 173 foreign countries;
- Regular involvement of enterprises in export activities in all regions of the country and the organization of meetings to discuss emerging issues, etc.;
- to study and generalize the theoretical foundations of marketing and the peculiarities of the use of marketing in the fruit and vegetable industry of the agro-industrial
complex;
- Consideration and systematization of approaches to assess the cost-effectiveness of the use of marketing activities in fruit and vegetable growing enterprises;
- Analysis and evaluation of the state of efficiency of fruit and vegetable production in various forms of management;
- Study of channels for the sale of fruit and vegetable products in agricultural enterprises in the region;
- Development of proposals for the introduction and operation of marketing services in enterprises in the field of fruit and vegetable growing;
- The direction of improving commodity and price policy in the field of fruit and vegetable production and proposing systems to stimulate trade in products.
- Establishment of infrastructure for fruit and vegetable producers. This infrastructure is engaged in marketing activities in the market of fruits and vegetables, which allows the company to establish its own wholesale system. As a result, the enterprise will have a large share of the premium on the wholesale price, and the enterprise will be able to reduce the retail price of its products;
- Organization of marketing services at large agricultural enterprises and increase the efficiency of these services in the framework of research on the market of fruit and vegetable products and the development of measures to improve the process of cultivation and sale of fruits and vegetables;
- An analysis of the economic literature devoted to the production of fruit and vegetable products and the formation of international marketing shows that the fruit and vegetable market differs little from other markets in content and has all the common aspects of market relations. At the same time, it is necessary to point out some peculiarities of the fruit and vegetable market related to the forms of management, the nature of the products produced and sold. The process of developing a marketing strategy in fruit and vegetable enterprises is divided into the following stages: external and internal analysis; clearly define the purpose of the strategy; defining the goals of strategic directions and making preliminary decisions on them; it can be divided into the development of a marketing package based on a strategic direction (Figure 2).

The initial stage of this process is the analysis of the internal and external environment of the enterprise, which includes an analysis of the macroeconomic environment of the markets in which the enterprise operates and plans to operate and the main factors affecting it, markets, direct and indirect competitors. One of the peculiarities of the fruit and vegetable industry of our country is that the bulk of products produced by enterprises of this sector are export-oriented. Therefore, the analysis of the external environment of the fruit and vegetable industry requires a consistent study of the international fruit and vegetable market, its competitive environment, competitors, market conditions. Based on the results of the analysis of the internal and external environment of the network, the second stage - the purpose of the strategy is developed. Marketing strategies are mainly focused on achieving three types of goals:
1. Ensuring high profitability;
2. Increasing sales and expanding the share of Uzbek products in the international market;
3. Improving the image of the product brand, etc.

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**Fig. 2**: The process of marketing strategy of producers of fruit and vegetable enterprises
the strategic direction.
In our opinion, one of the key factors in the effective development of an international marketing strategy for the sale of products in fruit and vegetable enterprises is the prospective segmentation of the sales market. This event is directly related to the characteristics of the sale of fruits and vegetables.

Sales market segmentation is a set of measures related to the identification of a group of buyers who differ in their specific characteristics, conducting marketing research on them.

Segmentation of targeted international sales markets, especially for fruit and vegetables, is one of the key areas of economic reform. Below we analyze the share of the segment of total products produced in the fruit and vegetable sector of Uzbekistan in international markets in 2010-2017. Most of the fruits and vegetables are exported to Kazakhstan and Russia. These countries are target markets for Uzbek fruit and vegetable products, so it is advisable to develop measures to improve segmentation strategies in these markets.

Companies pursuing a global export strategy do not intend to adapt their products to local conditions in their positions. Therefore, there are few differences in the international consumption of products of these enterprises. The advantage of this strategy is that the amount of profit can be increased by reducing the cost of the product.

When a multidomestic export strategy is introduced, exporters adapt the products of enterprises to customer demand, and the marketing strategy to the selected market conditions. By assessing the competitiveness of the enterprise and its products in the consumer market, a matrix of “commodity-market” marketing strategy is formed. The commodity-market matrix is used in the development of strategies to increase the production capacity of the enterprise, regardless of the scale of production. This matrix involves the use of four alternative marketing strategies (market entry, market development, product development, and diversification) to maintain or increase sales. In previous chapters, the theoretical foundations of these and other matrices have been studied in detail.

Analysis of the “commodity-market” matrix shows that this matrix poses a number of difficulties in practice. Therefore, we suggest an improved version of the “commodity-market” matrix, as fruit and vegetable products are widely consumed in our research (Table 1).

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<th>PRODUCT</th>
<th>MARKET</th>
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<td>OLD</td>
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<tr>
<td>OLD</td>
<td>1. Deeper market penetration</td>
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<tr>
<td>New to the business</td>
<td>3. Gaining consumer confidence</td>
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<td>A new brand for the market</td>
<td>5. Avoid this market</td>
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In this matrix, three gradations of brand novelty in relation to the fruit and vegetable enterprise were identified: the old product, the new product for the enterprise, the new product for the market. We have relied on the RSA (relative comparative advantage) in developing an international marketing strategy for fruit and vegetable exports. According to the theory of effective competition, it is expedient to formulate an international marketing strategy for the types of products that have a comparative advantage in competition.

Based on the results of the analysis of all data obtained in our research, based on the results of the study of the volume of exports of the fruit and vegetable industry in Kazakhstan and Russia, its growth rates, assortment policy, changes in the Balassa index, a special “consumer demand” - Enterprise Opportunity “matrix. Using this matrix, based on consumer demand for fruit and vegetable products, it is possible to determine the strategic direction of production activities to meet within its capabilities. This matrix includes the production of finished fruit and vegetable products with added value as a result of deep processing of fruits and vegetables.

Conclusions and suggestions
As a result of the research, we make the following recommendations for the development of a marketing strategy for the development of trade in fruits and vegetables.

On developing a marketing strategy:
- wide use of strategic analysis, factor analysis methods in strategy development, including automation of accounting systems;
- Involvement of qualified personnel in the development of marketing strategies, as well as strengthening the qualification requirements for existing employees;
- pay special attention to the development of marketing strategy in accordance with the requirements of other internal policies of the enterprise;
- Establishment of a special working group consisting of qualified staff of other relevant departments in the development of marketing strategy.

On the implementation of marketing strategy:
- introduction of improved reporting forms submitted to the management on the implementation of marketing strategy in the enterprise, based on in-depth analysis of these reports to monitor the full achievement of the objectives of the strategy;
- Establish an effective control system over the strategy implementation process.

From the above, we can conclude that the perfect development of marketing strategy in the sale of fruit and vegetable products is the main support in this process, which allows to prevent various negative aspects that can lead to losses of the enterprise.

References
[1]. Decree of the President of the Republic of Uzbekistan dated February 7, 2017 No PF-4947 "On the Strategy for further
development of the Republic of Uzbekistan” // People’s speech, February 8, 2017.


