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Article

Mechanisms for Managing Marketing Activities in Retail Trade Enterprises

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Abstract: The present article examines the contemporary mechanisms for managing marketing activities in retail trade enterprises operating within the context of the digital transformation of the economy. The study analyses the conceptual framework of retail marketing management, identifies the principal structural components of the marketing management system, and evaluates the efficiency of various marketing tools applied in the retail sector. The article substantiates the need for an integrated approach to the organisation of marketing activities in retail enterprises, taking into account the specifics of the consumer market of Uzbekistan. The research is based on an analysis of both domestic and international scholarly sources, statistical data, and practical experience accumulated in the retail sector. The findings of the study may be of practical value for managers of retail enterprises seeking to improve their marketing management systems.

Keywords: Retail Trade, Marketing Management, Marketing Activity, Trade Enterprise, Consumer Market, Marketing Strategy, Digital Marketing, CRM-Systems, Omnichannel Retailing, Uzbekistan.

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1. Introduction

The retail trade sector occupies a pivotal position in the economic system of any country, serving as the principal channel through which goods and services reach the final consumer. In the context of the intensifying globalisation of markets, the digitalisation of economic processes, and the rapid evolution of consumer preferences, the effective management of marketing activities has become one of the most critical factors determining the competitive sustainability of retail enterprises [1].

In the Republic of Uzbekistan, the retail trade sector has undergone significant structural transformations over the past decade, driven by the liberalisation of the economy, the growth of the middle class, the widespread adoption of digital technologies, and the active development of modern retail formats. According to data published by the Statistics Agency of the Republic of Uzbekistan, the volume of retail trade turnover demonstrated a consistent upward trajectory throughout the period from 2018 to 2023, with an average annual growth rate exceeding 12%. This dynamic reflects both the expansion of domestic demand and the increased efficiency of trade enterprises, a considerable share of which can be attributed to improvements in marketing management systems [2].

Notwithstanding these positive trends, a substantial number of domestic retail enterprises continue to apply marketing tools in an unsystematic and fragmented manner, lacking a coherent strategic vision and an integrated management mechanism. This situa-

tion determines the relevance of scholarly research aimed at developing effective mechanisms for the management of marketing activities in retail trade enterprises, adapted to the conditions of the Uzbek consumer market.

The purpose of this article is to examine the theoretical foundations and practical mechanisms for managing marketing activities in retail enterprises, to identify the key components of an effective marketing management system, and to formulate recommendations for its optimization [3].

Literature Review

The theoretical foundations of retail marketing management have been the subject of extensive scholarly inquiry. The seminal contributions of Kotler and Keller (2016) established the conceptual framework for understanding marketing management as a process of planning, organising, implementing, and controlling marketing activities with the objective of achieving organisational goals through the satisfaction of customer needs. Their work emphasised the necessity of a systematic approach to marketing, encompassing analysis of the external environment, segmentation of the consumer market, and the selection of appropriate target segments.

In the domain of retail-specific marketing, the research conducted by Levy, Weitz, and Grewal (2019) demonstrated that successful retail enterprises distinguish themselves primarily through their capacity to integrate classical marketing instruments with modern digital tools, forming coherent omnichannel strategies. These authors introduced the concept of the "retail mix" as a set of controllable variables — merchandise assortment, pricing, location, communication, and service — through which a retailer creates value for its target customers.

Significant contributions to the understanding of consumer behaviour in retail environments were made by Turley and Milliman (2000), who systematically analysed the influence of the atmospheric elements of a retail store on purchasing decisions. Their findings confirmed that the physical environment of a retail outlet constitutes a powerful marketing tool that, when managed effectively, can substantially increase both conversion rates and average transaction values.

Within the post-Soviet academic tradition, Ukrainian economist Balabanova (2011) and Russian scholars Pankrukhin (2012) and Romanov (2015) made notable contributions to the adaptation of Western marketing management theories to the conditions of transitional economies. Their research highlighted the institutional constraints and market imperfections that characterise retail environments in countries undergoing economic transformation, and formulated recommendations for the development of context-sensitive marketing management systems.

In the context of Uzbekistan specifically, the works of Khasanov (2020) and Yusupova (2021) addressed the particularities of consumer behaviour in the domestic retail market, identifying cultural, demographic, and socioeconomic factors that distinguish Uzbek consumers from those studied in Western scholarly literature. These authors emphasised the importance of localisation in marketing strategies, the central role of interpersonal trust in purchase decisions, and the growing influence of digital platforms on retail consumption patterns.

A review of the existing literature reveals that, despite the breadth of scholarly attention devoted to retail marketing management, there remains a notable gap in research addressing the specific mechanisms through which marketing activities can be systematically managed in retail enterprises operating within the conditions of the Uzbek economy. The present article seeks to contribute to the filling of this gap.

2. Materials and Methods

Conceptual Framework of Marketing Management in Retail Trade

The Essence and Functions of Marketing Management

Marketing management in retail trade enterprises may be defined as a purposeful, systematic process of analysing market conditions, planning, organising, coordinating, and controlling marketing activities, implemented with the objective of satisfying consumer demands and achieving the strategic and operational goals of the enterprise. This definition integrates two fundamental conceptual traditions: the managerial approach, which emphasises the functions of planning and control, and the market-oriented approach, which places the satisfaction of consumer needs at the centre of organisational activity.

The core functions of marketing management in retail enterprises encompass: (1) analytical functions — the systematic collection, processing, and interpretation of information about the external and internal environments of the enterprise; (2) planning functions — the development of marketing strategies, programmes, and plans at the strategic, tactical, and operational levels; (3) organisational functions — the creation of appropriate structural units and the allocation of responsibilities for the implementation of marketing activities; (4) motivational functions — the stimulation of personnel to achieve marketing objectives; and (5) control functions — the monitoring and evaluation of the effectiveness of marketing activities and the introduction of corrective measures as required.

The Structure of the Marketing Management System

The marketing management system of a retail enterprise is a complex, multi-level structure whose architecture is determined by the scale of operations, the strategic objectives of the enterprise, and the characteristics of the target market. Drawing on the analytical framework proposed by Doyle (2008) and adapted to the specifics of retail trade, it is possible to identify three hierarchical levels within this system.

At the strategic level, marketing management encompasses the formulation of the overall market positioning of the retail enterprise, the selection of target consumer segments, the definition of the brand identity, and the development of long-term competitive strategies. Decisions at this level are characterised by a planning horizon of three to five years and require the sustained involvement of senior management.

At the tactical level, marketing management involves the development and implementation of the retail marketing mix, including decisions relating to merchandise assortment and category management, pricing policies, store location and layout, promotional communications, and customer service standards. The planning horizon at this level typically spans one to two years.

At the operational level, marketing management is concerned with the day-to-day execution of specific marketing activities — the management of individual promotional campaigns, the implementation of loyalty programmes, the administration of digital marketing channels, and the monitoring of competitor behaviour. Operational decisions are characterised by a short planning horizon and a high frequency of adjustment.

3. Results and Discussion

Key Mechanisms of Marketing Management in Retail Enterprises

Strategic Planning and Market Positioning

Strategic planning constitutes the foundation of effective marketing management in retail trade. The strategic planning process commences with a comprehensive analysis of the external environment, encompassing an assessment of macroeconomic trends, the competitive landscape, the regulatory framework, and the dynamics of consumer preferences. For this purpose, retail enterprises typically employ analytical tools such as PEST-analysis, Porter's Five Forces model, and competitive benchmarking [4].

The results of the external analysis are then integrated with an internal audit of the enterprise's resources and capabilities through the application of SWOT-analysis, which provides a structured basis for the identification of strategic alternatives. In the context of

the Uzbek retail market, a particularly important dimension of the external analysis concerns the evolution of the digital infrastructure, which is proceeding at an accelerated pace following the adoption of the Strategy for Digital Uzbekistan 2030.

Market positioning — understood as the process of creating a distinctive and compelling image of the retail enterprise in the minds of target consumers — is a critical output of the strategic planning process. Effective positioning requires a clear articulation of the enterprise's value proposition, which communicates the unique combination of benefits offered to consumers in comparison with competing retailers. In contemporary retail practice, positioning strategies are increasingly built around experiential dimensions — the quality of the shopping experience, the personalisation of service, and the coherence of the omnichannel customer journey — rather than around product or price attributes alone.

Assortment Management and Category Marketing

Assortment management — the systematic process of planning, forming, and optimising the range of goods offered by a retail enterprise — constitutes one of the most powerful and directly controllable mechanisms of retail marketing. Research in this domain has consistently demonstrated that assortment decisions exert a profound influence on consumer perceptions of the retailer's value proposition, on the frequency and size of customer purchases, and on the overall financial performance of the enterprise.

Modern retail enterprises employ the methodology of Category Management — a structured approach to the joint management by a retailer and its key suppliers of a defined group of products as a strategic business unit. Within this framework, each product category is managed with reference to its specific role in the overall portfolio, which may range from a "destination" category that drives store traffic to a "convenience" category that enhances the overall shopping experience [5].

In the context of Uzbekistan's retail market, the effective management of assortment is complicated by the fragmentation of the supplier base, the limited availability of systematic market research data, and the high volatility of consumer preferences in a rapidly evolving socioeconomic environment. Retail enterprises that have succeeded in developing systematic approaches to category management have demonstrated a significant competitive advantage over those relying on intuitive or reactive assortment decisions.

Pricing Strategy and Revenue Management

Pricing decisions represent one of the most consequential and immediate mechanisms through which retail enterprises manage their marketing activities and competitive positioning. The pricing strategy of a retail enterprise must simultaneously achieve several objectives: the recovery of costs and the generation of adequate profitability; the attraction and retention of target customers; the communication of the desired quality and value positioning; and the achievement of competitive differentiation [6].

Contemporary retail enterprises employ a sophisticated portfolio of pricing approaches, including Every Day Low Pricing (EDLP), High-Low pricing, value-based pricing for premium segments, and dynamic pricing enabled by digital technologies. The selection of the appropriate pricing model is determined by the retailer's overall competitive strategy, the price sensitivity of target consumer segments, and the pricing behaviour of competitors.

Revenue management — the systematic application of data analytics to the optimisation of revenue through the dynamic adjustment of prices in response to demand conditions — is increasingly being adopted by progressive retail enterprises in Uzbekistan. The adoption of automated pricing systems, while still limited primarily to large-format modern retail operators, represents a significant opportunity for enhancing marketing management effectiveness across the broader retail sector.

Digital Marketing and CRM Systems

The digitalisation of the consumer environment has profoundly transformed the landscape of retail marketing management. Digital marketing encompasses a broad spec-

trum of instruments — search engine optimisation, social media marketing, targeted digital advertising, email and messenger marketing, content marketing, and influencer partnerships — which, when integrated into a coherent digital strategy, enable retail enterprises to engage with consumers throughout the entire purchase decision journey with a degree of precision and personalisation that was previously unattainable [7].

Customer Relationship Management (CRM) systems represent the technological backbone of contemporary retail marketing management. By consolidating data on customer transactions, preferences, and behavioural patterns into a unified database, CRM platforms enable retail enterprises to segment their customer base with high granularity, to deliver personalised communications and offers, to manage loyalty programmes with precision, and to identify early warning signals of customer attrition. Enterprises that have successfully implemented CRM systems report average increases in customer retention rates of 15–25% and corresponding improvements in customer lifetime value.

In Uzbekistan's retail sector, the adoption of digital marketing tools and CRM systems is progressing rapidly, driven by the high penetration of smartphones, the growth of social media audiences, and the increasing sophistication of consumer expectations. Leading domestic retailers — including Makro, Korzinka, and several specialised retail chains — have made substantial investments in digital infrastructure and have demonstrated measurable returns in terms of customer acquisition costs, retention rates, and overall marketing efficiency [8].

Omnichannel Integration

The emergence of the omnichannel retail paradigm — in which the physical store, e-commerce platform, mobile application, and social commerce channels are integrated into a seamless, consistent consumer experience — represents both the most significant challenge and the most consequential opportunity for retail marketing management in the contemporary environment. Research by McKinsey (2022) has demonstrated that omnichannel customers generate on average 30% higher lifetime value than single-channel customers, underscoring the strategic importance of successful omnichannel integration.

The effective management of omnichannel marketing requires the development of a unified customer data platform, the harmonisation of assortment and pricing across channels, the design of channel-specific customer journey maps, and the creation of organisational structures capable of coordinating marketing activities across multiple touchpoints. Retail enterprises in Uzbekistan are at varying stages of omnichannel development, with the most advanced operators having implemented click-and-collect services, seamless loyalty programme integration across channels, and consistent brand communication across digital and physical environments [9].

Evaluation of Marketing Management Effectiveness

The systematic evaluation of marketing management effectiveness is an indispensable component of a well-functioning marketing management system. The development of a comprehensive set of Key Performance Indicators (KPIs) — encompassing both financial and non-financial dimensions of marketing performance — enables retail enterprises to monitor progress towards strategic objectives, to identify areas of underperformance, and to make evidence-based decisions regarding the allocation of marketing resources.

Financial marketing KPIs typically include: return on marketing investment (ROMI), customer acquisition cost (CAC), customer lifetime value (CLV), revenue contribution of specific marketing campaigns, and gross margin by category. Non-financial KPIs encompass customer satisfaction scores (CSAT), Net Promoter Score (NPS), brand awareness and brand equity indices, customer retention and churn rates, and digital engagement metrics [10].

The balanced implementation of marketing performance measurement systems in retail enterprises of Uzbekistan faces certain institutional constraints, including the limited availability of specialised analytical talent, the immaturity of market research infrastructure, and cultural barriers to data-driven decision-making. Overcoming these constraints

requires both investment in human capital development and the cultivation of an evidence-based management culture within retail organisations.

Contemporary approaches to marketing effectiveness evaluation increasingly incorporate the methodology of multi-touch attribution modelling, which enables retail enterprises to assess the relative contribution of different marketing touchpoints to consumer purchase decisions. This methodology is particularly relevant in the omnichannel environment, where consumer journeys are characterised by multiple interactions across diverse channels prior to the final purchase [11].

Recommendations for Improving Marketing Management in Retail Enterprises

On the basis of the analytical review presented in the preceding sections, the following recommendations are formulated for retail enterprises seeking to enhance the effectiveness of their marketing management systems [12].

First, it is recommended that retail enterprises conduct a comprehensive audit of their current marketing management systems with the objective of identifying structural gaps, resource deficiencies, and process inefficiencies. Such an audit should encompass an assessment of the strategic planning processes, the organisational structure of the marketing function, the quality of market information systems, the composition and integration of the marketing tool portfolio, and the maturity of performance measurement practices.

Second, retail enterprises should prioritise the development of an integrated customer data infrastructure — encompassing CRM platforms, loyalty programme systems, and digital analytics tools — as the foundational enabler of contemporary retail marketing management. The consolidation of customer data from multiple sources into a unified platform enables the personalisation of marketing communications, the optimisation of assortment and pricing decisions, and the identification of growth opportunities within the existing customer base [13].

Third, it is recommended that retail enterprises develop and implement a coherent omnichannel marketing strategy that harmonises the value proposition, brand communication, assortment, and pricing across all consumer touchpoints. In the context of the rapidly evolving digital environment of Uzbekistan, particular attention should be devoted to the development of competencies in social commerce — the integration of shopping functionality within social media platforms — which represents a significant and underutilised channel for reaching younger consumer segments [14].

Fourth, the systematic development of marketing competencies within the enterprise — encompassing both technical skills in digital marketing and analytics and strategic marketing thinking — should be recognised as a priority investment for retail enterprises seeking to enhance their long-term marketing management effectiveness. Collaboration with institutions of higher education, including Tashkent State University of Economics, represents an important avenue for accessing marketing expertise and for developing customised training programmes tailored to the specific needs of the retail sector [15].

4. Conclusion

The investigation undertaken in this article has demonstrated that the effective management of marketing activities in retail trade enterprises is a complex, multi-dimensional process that requires the simultaneous integration of strategic, tactical, and operational marketing management mechanisms. In the contemporary competitive environment, characterised by the rapid digitalisation of consumer behaviour and the intensification of market competition, the systematic management of marketing activities has ceased to be a source of competitive advantage and has become an essential condition for organisational survival.

The analysis has identified five core mechanisms of retail marketing management — strategic planning and positioning, assortment and category management, pricing strategy,

digital marketing and CRM, and omnichannel integration — whose coordinated application within a coherent management system is the primary determinant of marketing effectiveness in retail enterprises.

The findings of the research have both theoretical and practical significance. From a theoretical perspective, the article contributes to the development of a conceptual framework for understanding retail marketing management in the context of transitional economies, complementing and extending the insights of the existing international literature. From a practical perspective, the recommendations formulated in the article provide retail enterprise managers with a structured agenda for enhancing their marketing management systems.

The authors acknowledge that the present study has certain limitations, including the relatively limited empirical base and the absence of primary quantitative research. Future research should address these limitations through the collection of original empirical data on marketing management practices and outcomes in a representative sample of Uzbek retail enterprises, and through the development and empirical testing of a comprehensive model of retail marketing management effectiveness tailored to the conditions of the domestic market.

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