



# BENCHMARKING STRATEGY FOR INDUSTRIAL ENTERPRISE DEVELOPMENT

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## ABSTRACT

This article identifies the methods and types of the benchmarking project in creating new generation of textbooks. The author describes the stages of the developing benchmarking project, their description and methods of using the benchmarking project in creating new generation of textbooks. Attention to marketing strategies in the development of industries, increase of its economic performance and ensuring its stability, as well as its features and principles.

## CCS CONCEPTS

• benchmarking project textbook educational material foreign experience marketing;

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## 1 INTRODUCTION

The organization of marketing services in light industry enterprises of the Republic of Uzbekistan is aimed at accelerating the development of the textile industry, increasing the efficiency of overall production, taking advantage of the international division of labor. In the new conditions, producers of export goods and consumers of imported goods are the main link in the complex of foreign economic relations.

The network characteristics of the light industry, the organizational structure, the type of activity indicate the need to choose a specific model of marketing in each specific case. The effective implementation of benchmarking system research implies the existence of various forms of private property and the expansion of the activities of commercial units. To ensure the high efficiency and competitiveness of the light industry, as well as the effectiveness of marketing research, it is necessary to have a competitive, alternative production structure.

The development of market relations, the creation of a free competitive environment, and the growing demand for marketing research is a natural process. Effective organization and implementation of marketing research, which is important and decisive in the formation of consumer goods and services, competition, is of paramount importance today.

The leading role of benchmarking research in business activities will largely depend on the consistent implementation of the system of marketing departments (services) in planning and management. For this reason, in the organization and implementation of marketing research, the goals and strategic development characteristics of the relevant organizations and enterprises are certainly reflected as a determining factor.

As a result of earlier entering the market, the use of marketing strategies such as direct marketing, guerrilla marketing, macro marketing, mega-marketing, green marketing, active marketing, which are currently the dominant marketing technologies, will not only ensure the competitiveness of the automotive industry, but development is studied as important trends. The study of theories of marketing strategies in manufacturing enterprises and approaches to the classification of types of marketing strategies allows us to determine the specifics of their use in manufacturing enterprises of Uzbekistan and develop appropriate measures. There are a number of inconveniences in the application of strategic models in manufacturing enterprises. How viable is the foreign experience?

The Japanese face of benchmarking. On the surface, benchmarking and industrial espionage are one thing. In fact, the difference between the two methods is based on principles. The founders of benchmarking are considered the Japanese, who have learned to impeccably imitate other people's achievements. They carefully studied European and American goods and services, identified their strengths and weaknesses, and then released a similar one at a lower price. At the same time, the Japanese are successfully applying technology and know-how in one business area to another.

In the West, benchmarking began to be actively practiced in the late 1970s. At that time, Japanese business supplanted the American one. Xerox began to look for a reason why it was rapidly losing market share in copying services. In particular, Xerox studied Fuji's experience in Japan. Xerox executives moved to Japan for a while to study not only technological advances, but also the innovations introduced by various companies in the field of management, including other areas of business. Benchmarking has since become part of Xerox's business strategy. In Japan, the United States and other countries, benchmarking programs are developed by the government. There are special "industry dating bureaus" (global benchmarking.com, benchnet.com, etc.), created specifically to find

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partners for benchmarking. It is believed that exchange of experience in this form will benefit the country's economy as a whole [10].

At present, benchmarking research should become one of the most relevant areas of activity in practice. Thorough and fast research allows adapting to emergencies, to avoid mistakes in the conditions of strong market competition. It is noteworthy that the business plans developed in the framework of this competitive business reflect the results of marketing research [7].

By solving certain regulatory tasks of the scope of information and data necessary and necessary for marketing research, a cultural market system and its infrastructure will be built in our country. The ongoing reforms are bearing fruit in this area, and this is reflected in the current marketing information system.

Based on the above, we consider it appropriate to implement the following proposals: increase the production capacity of light industry enterprises, introduce more quality control of raw materials, expand the production of high quality products that meet world standards and are in demand in domestic and foreign markets; study of world marketing with wide involvement of foreign investors and designers in Uzbekistan and production and export of knitted products in accordance with our traditions in a new design style; to organize the production of new types of competitive products and their sale to the domestic and foreign markets, while reducing the export of yarn, selling them for processing on the domestic market and encouraging young talented and aspiring young people to engage in business; taking into account the global marketing system, the study of new markets, the placement of product advertising on the Internet, the place of products in the world market, the study of world market prices, increase network exports.

It is known from the experience of developed countries that in the development of a new product, more attention should be paid to testing this product in the market. Overseas surveys have identified the following factors of new product success: product adaptability to market requirements, compliance with the company's capabilities, technological advantages, support of new products by the company's management, the use of evaluation processes in the selection of new models, favorable competitive environment; compatibility.

## 2 LITERATURE REVIEW

Benchmarking is actually a business term, but it is penetrating most industries. This concept has entered the field of education today. Benchmarking is an English word that means horizontal bench and mark. Sylvia Coding points out that the concept of benchmarking was first used in ancient Egypt to measure the weight of things by placing an iron rod on a scale in a balanced way [1]. Most literature defines it as: "Benchmarking is the process of comparing, learning from each other, and thus collaboratively improving the weaknesses and problematic aspects of an institution". Benchmarking refers to the consistent comparison and evaluation of experience, workflow, and performance as an aid to development and self-regulation [2]. For the first time in the pedagogical science of the Republic benchmarking was studied by P.Lutfullayev in connection with the assessment of the quality and effectiveness of higher education.

According to the scientist, benchmarking means an open and collaborative evaluation of services in order to develop or learn from existing experiences.

In general, benchmarking has a broad concept and they have different interpretations, but J. Alstitt argues that it is "an analysis of the process, experience, and activities for data collection that allows organizations and industries to self-improve and collaborate". E.A. Knyazev and Ya.Sh. Evdokimova allow us to draw conclusions about benchmarking [3]. Based on the analysis of a similar situation, ie the diversity of naming types of benchmarking, P.Lutfullayev proposed the following general structure: no matter what term is used, all studied sources refer to internal benchmarking, external benchmarking, competitive benchmarking and general benchmarking [4].

## 3 METHODOLOGY

The methods of scientific abstraction, induction and deduction, economic-mathematical modeling, expert evaluation, survey, factor analysis (FIT index analysis) were used during the research. We also used internal, strategic and competitive benchmarking, SWOT analysis and analysis of import transactions.

## 4 ANALYSIS AND RESULTS

At the present time, the socio-economic development of the countries of the world differs sharply from the previous stages in terms of its meaning and content. The most important aspect of this is the growing integration and globalization of national economies. At the same time, these processes also contribute to the intensification of competition in the international arena, as well as the struggle of each country to strengthen its position in the international division of labor [4].

The leading role of marketing research in business activities depends in many respects on the consistent implementation of the system of marketing departments (services) in planning and management.

Therefore, in the organization and implementation of marketing research, the goals and strategic development characteristics of the relevant organizations and enterprises are certainly reflected as a determining factor. In the analysis of market opportunities, marketing research is carried out by analyzing marketing information, marketing environment, market structure, wholesale and retail. The marketing research process involves a number of operations. Work is underway on the production of a marketing mix, pricing of goods, methods of distribution of goods and sales promotion, communicative policy of production (Figure 1).

The experience of implementing marketing in enterprises shows that the organization of marketing services can be carried out in different ways, as a rule, such a service is formed by combining all the main tasks of marketing, which are gradually distributed to different divisions of the enterprise.

A step-by-step approach to creating a marketing service in enterprises is advisable. Each of the tasks includes a specialized type of activity, which is listed in Table 1 below.

Such a structure facilitates responsiveness to market structures and the introduction of new products, so that many marketing tasks are concentrated in one unit, which coordinates the movement of



Figure 1: Components of the marketing mix [6].

Table 1: The main functions of marketing [5]

| Functions of marketing                        | Type of activity   |
|---|--|
| Comprehensive market research                 | Identify key market indicators. Market development prospects. Consumer research, consumer attitude to the product, reasons for purchase, methods of purchase. Market segmentation. Identify "success factors". |
| Product range planning                        | Development of the assortment structure of production. Establishing a relationship between consumer and technical performance of goods, innovation policy. Brand competitiveness. Rating policy.               |
| Demand formation and sales promotion          | Develop relationships. Advertising. Specialization of sales staff. Forming an enterprise image.  |
| Planning and organization of sales activities | Selection of sales and brand movement channels. Commodity turnover, planning by assortment positions. Determining the optimal conditions for selling the product. Sales forecasting                            |

other services and is a connecting segment for developing marketing strategies and tactics in the enterprise. Control of marketing activities in the enterprises of the country includes control over the sale of products, analysis of sales opportunities, control over the profitability of business activities, analysis of marketing costs, technical and strategic control and marketing audits.

Today, as in the West, Uzbekistan is in the process of transition to a high level of industrialization. Therefore, there is a need to ensure rapid modernization, which will reduce or eliminate the existing gap between the level of development of the republic and

the technologically advanced countries of the world. In this regard, the issue of structural restructuring, improvement of industrial and investment policy directions was put on the agenda, all of which are integrated in the multifaceted process of diversification.

In January-June 2020, the value added of the industrial sector decreased by 1.9% in comparable prices. The negative dynamics in this sector is mainly due to the significant increase in the value added of the mining industry and open pit mining industry over the past two years (5.6% in January-June 2019, 35.9% in January-June 2018). Associated with a decrease of 20.1%. The decline in value

**Table 2: Dynamics of gross value added of the industrial sector in January-June 2018-2020 year [8]**

|  | 2018 year   |                  | 2019 year   |                  | 2020 year   |                  |
|--|-------------|------------------|-------------|------------------|-------------|------------------|
|  | Mlrd. soums | Growth rate, in% | Mlrd. soums | Growth rate, in% | Mlrd. soums | Growth rate, in% |
| Industry   | 42950,3     | 109,5            | 61251,8     | 104,8            | 70343,7     | 98,1             |
| Including:   |             |                  |             |                  |             |                  |
| Mining and open pit mining                                   | 9156,2      | 135,9            | 13727,5     | 105,6            | 11814,4     | 79,9             |
| Manufacturing (processing) industry                          | 30957,0     | 104,2            | 42626,8     | 104,9            | 52012,3     | 102,2            |
| Other industries   | 2837,1      | 100,9            | 4897,5      | 101,8            | 6517,0      | 1110,2           |
| Electricity, gas, steam supply and air conditioning          | 2425,0      | 99,9             | 4438,4      | 103,9            | 6071,9      | 112,9            |
| Water supply, sewerage system, waste collection and disposal | 412,1 110,1 |                  | 459,1       | 88,6             | 445,1       | 92,9             |

added in this sector was due to a decrease in oil and gas production by 23.9%, and its share in the mining and quarrying sector was 79.3%.

The value added of the manufacturing (processing) industry increased by 2.2% (4.9% in January-June 2019, 4.2% in January-June 2018). The electricity, gas, steam and air conditioning sectors also saw a positive growth of 12.9% (an increase of 3.9% in January-June 2019 and a decrease of 0.1% in January-June 2018). There was also a decrease in the value added of water supply, sewerage, waste collection and disposal by 7.1% (a decrease of 11.4% in January-June 2019, an increase of 10.1% in January-June 2018). (Table 2).

At the end of January-June 2020, the largest share in the value added of the manufacturing (processing) industry fell to the metallurgy and metal processing industry (excluding machinery and equipment) and reached 40.6%. This is the result of the conditions created for businesses operating in the industrial sector during the coronavirus pandemic.

The development characteristics of industrial sectors reflect the impact of production capacity and consumption on the level of diversification of the industry. In this case, of course, it is necessary to expand the external market opportunities of the industry through the study of domestic market opportunities of industrial production and the effective use of existing conditions. Factors influencing the development of science and technology in the industry, create diversification processes that affect the sectoral and regional development of the industry. Diversification of production will ensure sustainable growth of export potential on the basis of deep and high-quality processing of local raw materials, increase the production of competitive industrial products for export, expand their sales markets [2].

In turn, the restructuring of industries provides the following priorities in the formation of a competitive economy:

- There will be a decrease in the level of prices for industrial products due to the increase in production capacity in the industry. As a result, domestic market demand for industrial products will increase;
- new types of technical and technological conditions increase the share of industrial production in total employment;

- provides an opportunity to monitor the level of future demand for various goods and services at the expense of market signals;
- Due to the diversification of industrial production, the existing monopoly markets in the industry will be replaced by markets based on free competition.

A number of the above cases require a reconsideration of not only the investment and innovation factors, but also the institutional framework for the management of the industry in the implementation of structural changes in the industry. In this regard, it is expedient to expand, or reduce, the formation of structural units of the management structure of network activity, mainly at the expense of market factors.

In improving the process of structural change in the industrial sector, it is necessary to pay attention to the following:

- formation of forecast indicators based on the coordination of structural changes in industrial production to the consumer market by assessing the potential of the volume of demand for industrial products between sectors and industries of the economy;
- taking into account the innovative and investment potential of the region in improving the structural structure of industrial production;
- coordination of the activities of innovative infrastructures that affect the support of industrial production through the formation of industrial centers that affect industrial production;
- Ensuring a balanced and balanced development of economic development between the regions through the implementation of innovative projects that affect the development of industry, etc.

## 5 DISCUSSION AND CONCLUSIONS

In short, production is developing directly on the basis of objective economic laws of society and the laws and decisions adopted in recent years in our country. At the same time, manufacturing enterprises are constantly preparing material and technical means for their industries and other social networks, as well as products needed by the people. Therefore, it is necessary to ensure an

increase in the level and efficiency of industrial production. The mass production of consumer goods in the industrial sector, especially the development of export and processing industries, not only increases the importance of industrial production, but also strengthens confidence in the Uzbek economy in the world market.

In order to increase the efficiency of industrial enterprises in the age of scientific and technological progress, the following is proposed: the effectiveness of marketing activities of enterprises of light industry requires analysis of the state of organization of marketing activities and assessment of the effectiveness of these activities; application of an alternative method that combines quantitative and qualitative methods in assessing the effectiveness of marketing activities of enterprises in the light industry, taking into account the specifics of the industry; organization of the correct marketing structure in the enterprises of light industry enterprises in marketing research, target market segmentation, marketing product positioning, strategic planning; creation of an alternative marketing structure for light industry enterprises based on the analysis of the internal and external environment of light industry enterprises, types and volumes of products produced or planned to be produced, consumers of these products, target markets; in-depth analysis of the international market of light industry products of our country; the development of the network as a result of the analysis of the internal and external marketing environment of light industry enterprises.

By solving certain regulatory tasks of the scope of information and data necessary and necessary for marketing research, a cultural market system and its infrastructure will be built in our country. The ongoing reforms are bearing fruit in this area, and this is reflected in the current marketing information system.

The traditional leading sector in the light industry of the country is the textile enterprises, and one of the main directions of its development is to increase the pace of production of competitive

cotton fabrics for the world market. The results of the analysis of the economic potential of the enterprises of the industry show that the opportunities for the development of the textile industry are great, its potential needs to be realized, and thus have a great impact on a stronger position in the world market.

In the fourth phase of benchmarking research, a scenario for implementing a strategy for making changes in the field of creating a new generation of textbooks needs to be developed. Adapting benchmarking results to an existing system is a complex task. It is very important to properly evaluate how effective the application of new ideas and technologies is. It is especially important to clearly determine whether the use of foreign experience in the field of textbook creation is effective or ineffective, to take into account available opportunities and resources, to adjust the number of letters and words in the text to comprehensibility scales based on the grammatical structure of the textbook.

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