

Organization Marketing Management In Furniture Making Companies

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Abstract: In the third priority area of the New Uzbekistan Development Strategy for the development of the Republic of Uzbekistan for 2022-2026, ensuring the rapid development of the national economy and high growth rates, priority tasks such as "... creating conditions for organizing entrepreneurial activity and forming permanent sources of income, increasing the share of the private sector in GDP to 80 percent and its share in exports to 60 percent. Improving the activities of existing structures to support entrepreneurship in the regions, reduce unemployment and poverty"1 are also one of the guarantees for the development of small business and private entrepreneurship.

Introduction:

Private entrepreneurship, along with saturating the domestic market with goods, has been making a significant contribution to creating new jobs, generating additional income, and increasing the well-being of the people. As the President of our country, Shavkat Mirziyoyev, noted, "If the people are rich, the state will be rich and strong". A number of decrees and resolutions of the President of the Republic of Uzbekistan are devoted to the development and comprehensive support of entrepreneurship. Among them, we can mention the Decree of the President of the Republic of Uzbekistan No. PF-5718 dated May 14, 2019 "On measures to radically improve the system of support and protection of entrepreneurial activity". The significance of this Decree is that it emphasizes the persistence of a number of negative factors that prevent the wider and more active involvement of the population in entrepreneurial activity, primarily related to the lack of a practical and transparent system of communication between state bodies and entrepreneurs, and establishes an effective mechanism for eliminating this situation.

ANALYSIS OF LITERATURE ON THE TOPIC

From a comparative perspective, international experience demonstrates that the development of marketing as both a theoretical and practical discipline has been significantly shaped by a number of globally recognized economists and scholars. Their contributions have laid the foundational principles of modern marketing, integrating elements of consumer behavior, strategic management, competitive advantage, and market analysis into a cohesive framework that has informed both academic thought and business practice.

Among the most influential figures in this domain, **Philip Kotler** is often regarded as the "father of modern marketing," particularly for his work in systematizing marketing management as a strategic function within organizations. **Michael Porter** introduced groundbreaking concepts such as the Five Forces Analysis and Value Chain framework, emphasizing the role of competitive strategy in market positioning. **Igor Ansoff** developed the Ansoff Matrix, a key tool in strategic marketing planning. Scholars like **David Evans, Morris Berman, Mikhail Golubkov, Paul Samuelson, and David Marshall** have also played vital roles by expanding the theoretical underpinnings of marketing and integrating it with broader economic theory and managerial practice.

In parallel, national scholars in Uzbekistan have made significant strides in contextualizing marketing theory in accordance with the socio-economic and cultural realities of the country. Their efforts have contributed to the formation of a localized marketing science that aligns with Uzbekistan's transition to a market economy, the evolution of consumer behavior, and the needs of emerging domestic enterprises.

Among the most notable contributors are Prof. M. Mukhammedov and Prof. M. Pardayev, whose foundational research has helped adapt international marketing concepts to national economic conditions. Prof. R. Ibragimov has been instrumental in studying market segmentation and pricing policies within the local context. Scholars such as Y. Abdullayev, A. Saliyev, M. Sharifkhodjayev, B. Khodiev, D. Rakhimova, R. Boltaboyev, and D. Ergashkhodjaeva have advanced the discourse through investigations on consumer psychology, regional market development, and marketing communication strategies adapted to the Uzbek market.

Their collective contributions reflect a growing body of localized knowledge that not only enriches the global understanding of marketing but also enhances its applicability within transitional and developing economies. This interplay between international theory and national adaptation underscores the dynamic nature of marketing science and the importance of context-sensitive approaches in its application.

RESEARCH METHODOLOGY

The research process was conducted using a methodologically rigorous and interdisciplinary approach, which combined both qualitative and quantitative elements to ensure the accuracy, validity,

and scientific depth of the findings. The study was grounded in systematic analysis, relying on a variety of well-established research techniques:

- **Abstract-logical thinking** was used to conceptualize theoretical constructs and establish causal relationships between economic indicators and marketing dynamics.
- **Grouping methods** enabled the categorization of key factors and variables, which facilitated comparative assessment across various marketing systems.
- Through **comparative analysis**, the study identified patterns and divergences between international marketing models (e.g., those applied by Kotler and Porter) and national frameworks developed by local scholars in Uzbekistan.
- **Factor analysis** allowed the decomposition of complex marketing phenomena into underlying components, aiding in the isolation of significant drivers influencing market behavior.
- The **sample observation method** was employed for empirical data collection. A targeted sample of marketing professionals, academic researchers, and enterprise managers was selected to gain practical insights into marketing practices and perceptions.

This combination of methods provided a multidimensional lens through which the subject matter could be analyzed both empirically and theoretically.

Research Methods Applied in the Study

To better visualize the methodological structure, the following chart presents the relationship between each research method and its analytical purpose:

Research Method	Analytical Purpose	Application in Study
Abstract-logical thinking	Theoretical interpretation and model formulation	Generalizing marketing theory across contexts
Grouping	Data classification and segmentation	Clustering variables such as consumer types, regions
Comparative analysis	Identification of differences and similarities	Comparing Uzbek and foreign marketing approaches
Factor analysis	Extraction of key influence factors	Understanding what drives consumer behavior and sales
Sample observation	Empirical validation and pattern detection	Interviews and questionnaires with marketing professionals

ANALYSIS AND RESULTS

The aim is to determine the ways to scientifically and

methodologically substantiate the implementation of the concept of marketing service development in furniture manufacturing enterprises.

To achieve this goal, the following tasks were set and completed in the scientific article:

- To study the essence and modern forms of the marketing concept;

- To study the content of marketing services, the theory of their organization, their role in the economy and their characteristics;

- To analyze the current state of the furniture manufacturing industry and the activities of the marketing service;

- To analyze the marketing activities of the limited liability company "Havas Comfort Mebel", to reveal its individual aspects;

- To propose new approaches to marketing services in the furniture manufacturing industry;

- To develop proposals for the formation of regional marketing services in the furniture industry based on the experience of our country and foreign companies.

At the same time, it should be noted that methodological work on the practical application of theoretical developments and their application in enterprises is insufficient. In particular, the practical

application of theoretical recommendations on marketing relations in furniture manufacturing enterprises requires each sector to draw on its own experience and characteristics, conduct relevant scientific research, and develop recommendations and systems for implementing the theory. The development of this sector in the New Uzbekistan Development Strategy is reflected in the 22nd goal, namely, to continue the industrial policy aimed at ensuring the stability of the national economy and increasing the share of industry in the gross domestic product, and to increase the volume of industrial products by 1.4 times, as follows: "To increase the volume of production of "Furniture" products by 2.8 times"³.

If we look at the history of the "HAVAS COMFORT MEBEL" Limited Liability Company, it, like many business entities, began its activities with a small carpentry workshop. From 1996 to the present day, it has grown to a large furniture manufacturing enterprise. In 2003, it was transformed into a limited liability company under this name, and in 2006, a large-scale production of various types of furniture for the population, enterprises, organizations and institutions was launched.

Table 1: Production indicators of "Havas Comfort Mebel" LLC in 2021-2024.

№	Indicator name	Amount by year			
		2021	2022	2023	2024
1	Production volume, million soums	8745,7	9443,6	10402,1	11688,5
2	Annual production growth rate, %	100	107,98	110,15	111,4
3	Change compared to 2020, %	100	107,98	118,93	132,5

As can be seen from the data, "Havas Comfort Mebel" LLC is constantly increasing production volumes. By 2022, products worth 11 billion. 588 million soums were produced, which is 1.3 times more than in 2019. We can clearly observe the changes in production volumes in the diagrams below.

Table 2: Information on the range of products manufactured by "HAVAS COMFORT MEBEL" LLC is presented in the table below.

№	Furniture Type	Annual production, million soums				Annual growth, %		
		2021	2022	2023	2024	2022	2023	2024
1	Kitchen Furniture	1542,7	4089,4	2159,5	3387,3	265,1	52,8	156,6
2	Upholstered Furniture	4693,8	3694,5	5570,3	4893,9	78,7	150,8	87,8
3	Office Furniture	18,4	12,3	232,0	486,2	66,9	1888,9	209,6

4	Bedroom Furniture	797,6	391,1	183,1	404,4	49,0	46,8	220,9
5	Wooden Tables and Chairs	417,2	11,3	151,8	155,5	2,7	1339,8	102,3
6	Coffee Tables	593,0	272,1	536,7	752,7	45,9	197,3	140,2
7	Mattresses	683,0	975,8	1568,6	1608,3	142,9	160,7	102,5
	Total	8745,7	9443,6	10402,1	11688,5	107,98	110,15	111,4

As can be seen from the data presented in the table, there is an increase in production at “Havas Comfort Mebel” LLC according to the main positions of the assortment. We can see a decrease only in the production of bed furniture and mattresses. The reason for this can be attributed to the actions of competitors in the Samarkand furniture market in bed furniture. At the same time, it should be noted that as a result of the specialization of furniture production, mattress production is actively served by other partner enterprises. In 2019, we can also see high growth rates in the production of kitchen furniture and wooden tables and chairs in the activities of “Havas Comfort Mebel” LLC. At the same time, in order to draw conclusions on individual assortment positions, it is necessary to analyze changes in the composition of the assortment. In this case, we will study the share of product types in total production.

Table 3: Composition of the product range of “Havas Comfort Mebel” LLC in 2021-2024.

Furniture Type	2021	2022	2023	2024
Kitchen Furniture	17,64	43,29	20,76	28,98
Upholstered Furniture	53,67	39,11	53,55	41,87
Office Furniture	0,21	0,13	2,23	4,16
Others	9,12	4,14	1,76	3,46
Wooden Tables and Chairs	4,77	0,12	1,46	1,33
Coffee Tables	6,78	2,88	5,16	6,44
Mattresses	7,81	10,33	15,08	13,76
Total	100	100	100	100

From the data in the table and figures, we can see that in 2021, the main part of the assortment was occupied by three types of products - upholstered furniture (24.24%), office furniture (32.32%) and bed furniture (28.28%). The smallest place was occupied by kitchen furniture (0.61%). In 2022, we will see significant changes in the composition of the assortment. Office furniture (29.63%) and upholstered furniture (24.69%) remained in the leading positions. The share of bed furniture decreased sharply and amounted to 12.35%. The share of kitchen furniture production increased from 0.61% to 9.88%. Similarly, the production of wooden tables and chairs increased from 8.08% to 19.75%. The share of coffee tables and mattresses, which occupy a small place in the range of manufactured products, decreased further and amounted to 2.47% and 1.23%, respectively, by 2024.

From this it can be concluded that over the past three years, significant changes have occurred in the furniture market situation, and the position of "Havas Comfort Mebel" LLC in the market is also changing. This, in turn, requires the development of the enterprise's marketing activities.

The marketing activities of "Havas Comfort Mebel" LLC are similar to those of all furniture enterprises in the region. In this case, market research, organization of product policy, pricing and sales promotion schemes depend on the initiative and capabilities of the enterprise. We can see this from the data in the table below.

Table 4: Analysis of the sales network at HAVAS COMFORT MEBEL LLC in 2024

№	Name of points of sale	Sales volume, pcs.	Sales volume, million soums
1	Shop Navobod dealer	2339	3101,0
2	Shop Karshi dealer	324	679,3
3	Shop Bukhara dealer	46	103,0
4	Shop Tashkent dealer	128	377,1
5	Shop Fergana dealer	11	94,8
6	OOO "Havas Komford Mebel"	108	76,1
7	Sam-Karpo Design dealer	2328	3260,3
8	F-2 orders	5836	1688,7
9	F-3 orders	129	29,9
10	Individuals	201	640,8
11	Legal entities	2740	1644,7
	Total	14190	11695,8

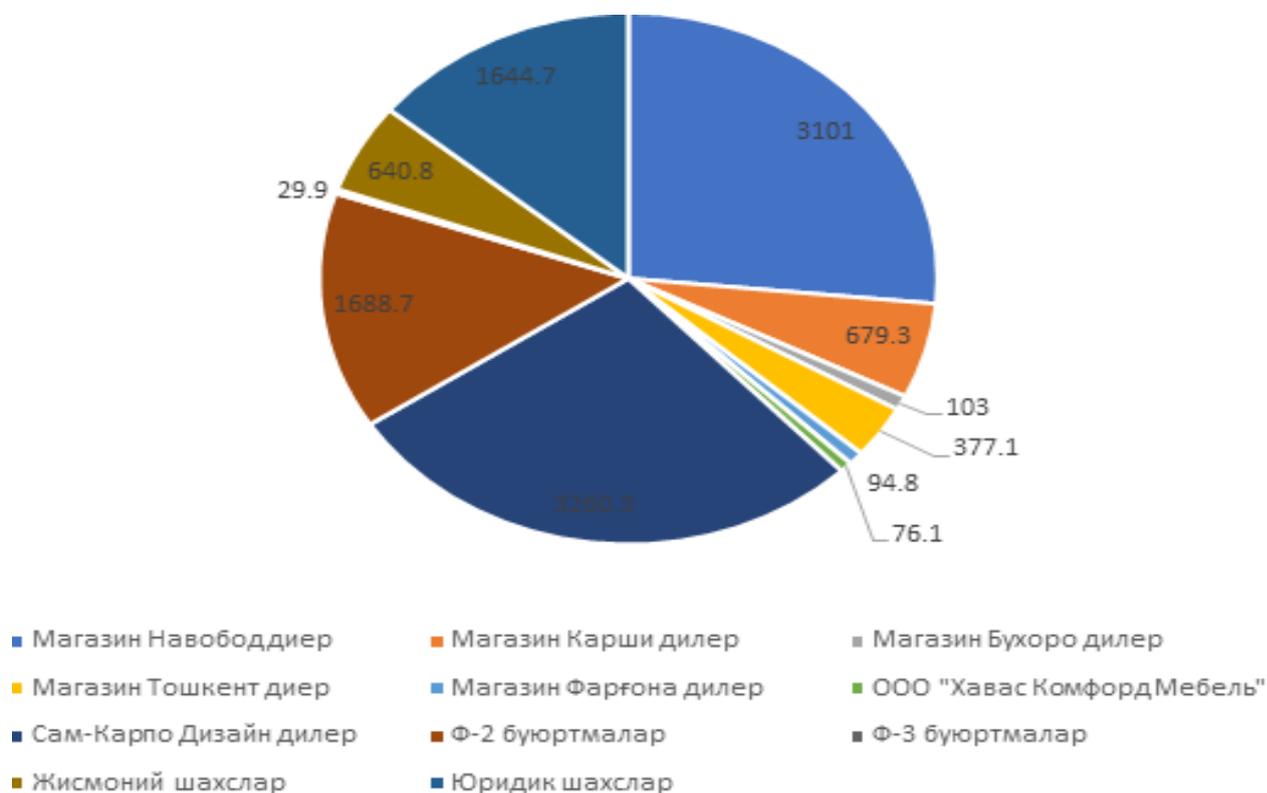


Figure 1: General structure of the distribution network of goods at Havas Comfort Mebel LLC in 2024

Table 5: Structure of sales volume at "HAVAS COMFORT MEBEL" LLC in 2024

№	Name of points of sale	Sales volume, pcs.	Sales volume, million soums
1	Sale of furniture products through dealers	5284	7691,6
2	Spare parts for furniture	5965	1718,7
3	Individuals	201	640,8
4	Legal entities	2740	1644,7
	Total	14190	11695,8

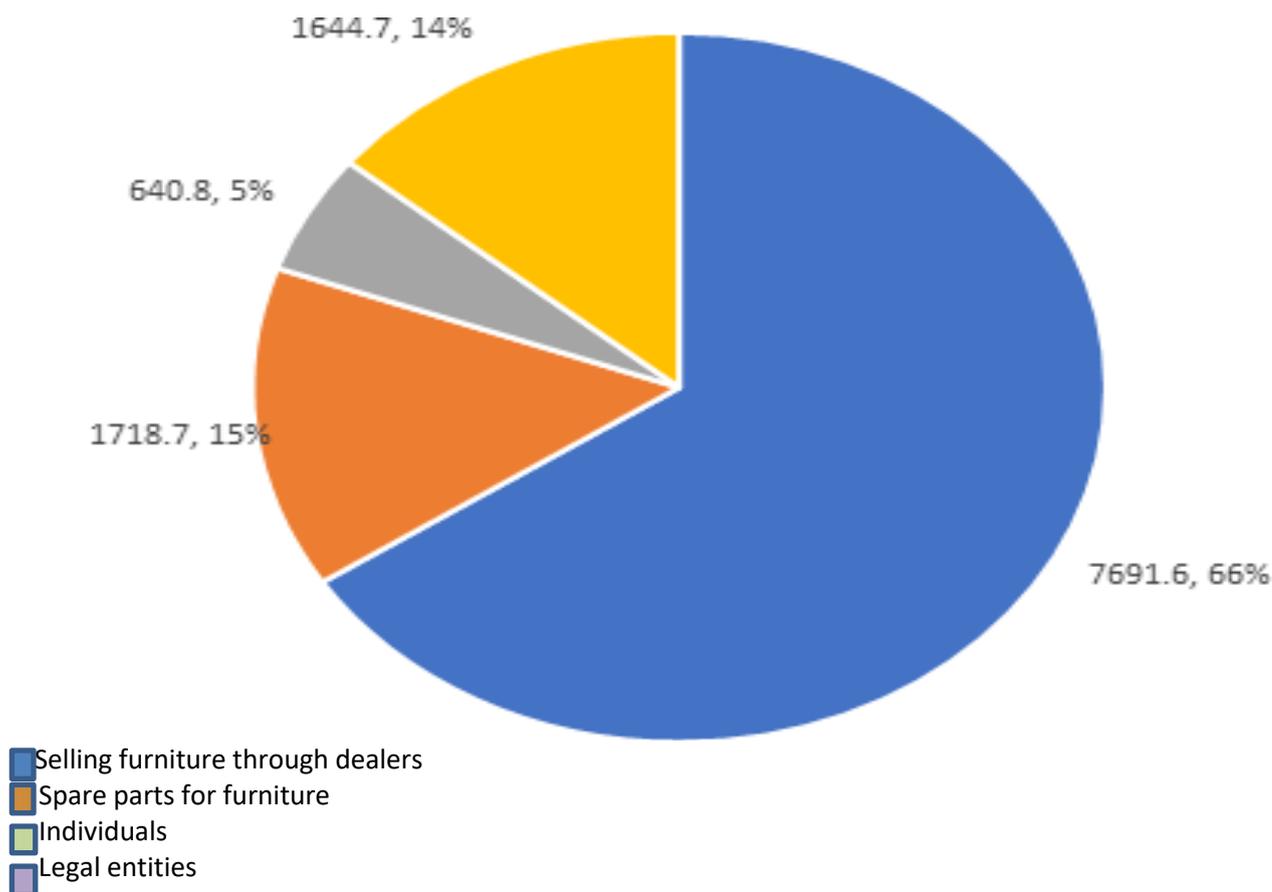


Figure 2: Structure of sales volume by channel at “Havas Comfort Mebel” LLC in 2024

According to the results of the study, it was necessary to study some national features of the implementation of furniture marketing. That is, it turned out that the possibility and effectiveness of marketing significantly depend on the type of market, the products being produced and sold, and the level of competition in the market. In particular, the lack of universal, standard, and standardized recommendations in the application of the marketing concept is significant, while in practical marketing everything depends on external and internal factors and consumer characteristics.

If 5-6 years ago, the “general” approach to the application of the marketing concept prevailed in Uzbekistan, now a differentiated approach is widely used. If we analyze the types of furniture produced by content, 58 percent falls on household furniture, 39 percent on organizational furniture, and three percent on other furniture. In this regard, a significant share is made up of office furniture and special furniture for educational institutions, shopping malls, hospitals, restaurants, shops, warehouses, hairdressers, etc.

An analysis of the structure of furniture production by region showed that the main part of the furniture produced in 2021 was sold to the city of Samarkand and the region. The share of the regions in sales was as follows: to the city of Tashkent - 377.1

million soums, to the Fergana region - 94.8 million soums, to the city of Karshi - 679.3 million soums, to the city of Bukhara - 103.0 million soums.

As noted above, the sustainable development of any industry is directly related to the production and sale of goods that are in demand. This, in turn, requires effective organization of marketing activities of industry enterprises, systematic study of the furniture market, consideration of consumer preferences, detailed analysis of factors of the purchasing process. Technological change, increasing role of social media, demographic changes and increase in purchasing power of women are the main aspects that should be taken into account in the marketing work of furniture manufacturers and retailers. We found it appropriate to segment the preferences of our country's furniture consumers based on history, culture, customs, traditions and characteristics of furniture products. The opening and operation of “Havas Comfort Mebel” LLC is closely related to “Gulobod Mebel” LLC. First of all, both the founders of the studied object and “Gulobod Mebel” LLC, as well as their location, indicate a close relationship. The emergence of “Havas Comfort Mebel” LLC is associated with the wide segmentation of the furniture market and the intensification of competition in it. Practice shows that the production of a wide range

of products does not always give creative results. The differentiation of technologies leads to a sharp increase in production costs.

The main reason for the specialization in furniture production is the large role of the brand's monopoly policy in the furniture market. Buyers associate a certain type of furniture with a particular brand, therefore, in order to select and maintain a target segment, it is necessary to abandon universality.

If we observe the activities of "Havas Comfort

Mebel" LLC, from its establishment to the present day, upholstered furniture, kitchen furniture and mattresses occupy the main part of the assortment. Analysis shows that new modern "Lux" and "Exclusive" furniture are practically not found in the company's assortment. The majority of kitchen furniture is occupied by the "Tashkent" furniture collection.

It can therefore be concluded that these two furniture manufacturers are using certain differentiation strategies in terms of specialization.

Table 6: Characteristics of the product range of "Havas Comfort Mebel" LLC and "Gulabad Mebel" LLC

"HAVAS COMFORT MEBEL" MCHJ	"GULOBOD MEBEL" MCHJ
Targeted at middle and low-income customers	Focused on middle and high-income buyers
The assortment mainly includes kitchen and upholstered furniture	A wide range of products has been formed
The furniture is made using standard technology and has a low level of differentiation	Furniture is made in a modern individual style, guaranteed to meet all types of samples in the catalog
Orders are accepted for the repair of any furniture	Does not repair furniture (except for the warranty period)
There is the possibility and orders for the production of components	Does not produce components
Individual items of furniture sets are also produced	Only sets are created to order
The trademark has not been formed.	Products are produced under the trademark "MONDELUX"

From the above analysis, it is clear that "HAVAS COMFORT MEBEL" LLC and "GULABAD MEBEL" LLC specialize in separate segments of the furniture market and together try to cover the market. When purchasing furniture products, consumers use a wide range of information, namely: analyze various information, seek to find the optimal purchase option, choose a product based on their lifestyle, taste and capabilities. Also, the consumer takes into account financial, technical, time loss and psychological risks when purchasing a long-term product.

The buyer performs the actions of purchasing and using home appliances only after clarifying his need, which consists of several interconnected stages. That is, the general need is aimed at solving the following problems:

- determines what type of furniture will fully satisfy his needs;
- buys the product in the market, in a company store or via the Internet;
- What are the advantages of the product, what guarantee does the seller give, how long can this

product be used?

To what extent do media influence the purchase of furniture: the analysis shows that when purchasing household appliances, 52.5% of the population uses television programs, 43.1% use newspaper and magazine advertisements, 49.7% visit company stores, and 50.6% use catalogs and brochures.

Furniture manufacturers need to improve the positioning process in order to achieve competitive advantage and ensure a stable position for their products in the target market and in the minds of consumers, clearly different from competitors' products. Enterprises in this industry are directing significant efforts in implementing marketing activities to form a marketing complex. As a result, there is a lag in the positioning process, which plays an important role in the systematic and effective conduct of marketing activities by enterprises. When positioning a product, special attention should be paid to developing customer awareness and modernizing it.

Improper organization of the positioning process by furniture manufacturers can lead to the

following negative consequences:

- If the manufacturer does not determine the position of the product in the market, in this case the consumer can perform this task himself, and the company may not be able to take the expected position, and may even lead to the formation of a negative image;

- The product's unique features that distinguish it from competitors' products are not clearly indicated, or a position close to the position of competitors is determined - this may not serve to motivate the consumer to purchase the product, but rather to have the opposite effect;

- Failure to provide a clear position for the product can interfere with the formation and consistency of the marketing complex, and may even cause the strategies for forming each element of the marketing complex to conflict with each other.

- Even if the position is clearly chosen, but if its boundaries are narrowly defined, such positioning can act as a force that hinders the expansion of the market for the company's existing products and the introduction of new products. The main reason for this is that companies in the industry use a common brand strategy.

Based on the above, furniture manufacturers should focus on two main areas when implementing the positioning process:

- Determining the point of relevance or, in other words, the point of similarity of the positioned product. That is, based on research, it is intended to determine in the minds of consumers which category of goods the enterprise's product is equated with, or rather, which category it is included in. This, in turn, makes it possible to identify its direct competitors based on revealing the specific characteristics of the product category.

- Determining the point of differentiation of the positioned product. This involves showing the competitive advantage of the product based on identifying one or more specific characteristics that clearly distinguish it from the products of competitors.

- Furniture manufacturers should take into account the following specific features of the industry before positioning themselves in the above-mentioned areas:

- The complexity of the product production process and the high impact of technology. The production of modern furniture requires complex technologies, which ultimately leads to an increase in the market price of the product.

- The long period of time for launching a new type and model of furniture. The average period for launching a new model of furniture for large furniture manufacturers is 7-15 months.

- High demands on product quality. Since furniture is a type of product that requires prior selection, consumers expect the product to provide long-term service. In order to maintain the quality of their products at a high level, industry manufacturers use high-quality fittings in production, while maintaining their functional properties. Therefore, many companies use the words "quality", "solid" in positioning their products.

Warranty service. Usually, the costs of warranty service and post-warranty service are not high, but in some cases they can amount to 20-25% of the cost of the product. Also, the service of assembling furniture after the sale can be up to 10% of the cost of the product.

The consumer spends a relatively large amount of time on the selection and purchase process of the product. Marketing research shows that in the consumer goods market, a consumer can spend up to 4 weeks on the selection and purchase of furniture.

The above problems and the characteristics of marketing activities in the furniture industry suggest the need for enterprises to develop a strategic and tactical program for a separate marketing service.

CONCLUSION

The "Strategy of Actions in Five Priority Areas of Development of the Republic of Uzbekistan for 2017–2021", developed by the President of the Republic of Uzbekistan Sh.Mirziyoyev, sets out the following tasks as a way to accelerate the economy: "... to master fundamentally new types of products and technologies, on this basis to ensure the competitiveness of national goods in the domestic and foreign markets; to continue the policy of encouraging the localization of production and, above all, to replace imports of consumer goods and components, and to expand inter-sectoral industrial cooperation." These tasks are further strengthened in the "Seven Areas - 100 Goals" Strategy for the Development of New Uzbekistan.

These tasks require local enterprises to apply marketing principles in the conditions of modern market relations and to form international competitiveness. First of all, it is necessary to thoroughly study the forms and methods of marketing research, which are market tools. In this regard, we have studied the theoretical and practical aspects of marketing services at industrial enterprises in our graduation qualification work and have come to the following main conclusions.

Marketing services are one of the main links of modern marketing activities and occupy one of the largest places in marketing theory. In marketing philosophy, the organizational aspects of marketing services for

enterprises are the basis for production decisions.

Marketing services are carried out in various forms and manifestations under the influence of the intended goals, market entities, type of goods, market situation, and many other factors. At the same time, marketing services are united by the same principles.

“Havas Comfort Mebel” LLC is located in the Samarkand district of the Samarkand region and is mainly adapted to the production of various types of furniture. The enterprise produces furniture for the domestic market and today has an assortment of about 50 types. The enterprise employs 52 people.

Marketing activities are mainly carried out by specialists in working with customers. The sales department of the enterprise sells manufactured products through dealers and stores.

“Havas Comfort Mebel” LLC chooses two paths in its marketing activities:

a) identifying the customer’s wishes and studying the extent to which they are realized during the order execution period. This method is mainly used for individual orders, that is, furniture selected according to the rooms, and as a result, the mass catalog is expanded to furniture;

b) Meeting the needs of potential consumers based on samples and catalogs available at the enterprise.

As a result of the research conducted, we have developed the following

proposals for the development of marketing research at the enterprise:

- Expanding the forms and scope of marketing services, that is, using functional, product and matrix structures, etc., which are widely used in market relations;

- Implementation of a marketing outsourcing system in the marketing services system, that is, the implementation of marketing services with the help of external organizations;

- Organization and development of marketing services based on digitalization technology;

- Widespread use of benchmarking information in marketing services, study of the results of other people's experiments.

The effectiveness of these proposals is reflected not only in sales volumes, but also in the reputation of the enterprise.

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