

## **Providing a Healthy Competition Environment between Organizational Structure Components in Improving Marketing Service Efficiency**

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**Abstract:** In this article, scientific-practical suggestions and recommendations have been developed for improving the effectiveness of marketing service in industrial enterprises, ensuring a healthy competitive environment among the organizational structures, and improving the activities of the marketing service department. In addition, scientific research was conducted to ensure a competitive environment between departments within the organizational structure of enterprises and the marketing service department.

**Keywords:** marketing service, industrial enterprises, healthy competitive environment, marketing service department.

Developing the activity of industrial enterprises in the country's economy in a healthy competitive environment is the main task of industry experts. In the elimination of these tasks, the organizational structure of industrial enterprises and the close connection of the activities of its departments, the perfect functioning of the internal environment of the enterprise is considered desirable.

According to the Decision of the President of the Republic of Uzbekistan dated November 15, 2021 "On the introduction of market principles that ensure free competition in the production and sale of grain" No. as well as creating equal conditions for other business entities engaged in grain processing activities in the regions, covering the expenses of the commercial representative for the purchase, storage, natural reduction, increase, transportation and renewal of the state reserve of wheat, grain prices in the domestic market In order to ensure its stability, tasks such as the release of purchased wheat to the stock market by the State Fund for Agricultural Support, and the procedure for compensating the positive and negative differences obtained from the sale of wheat in order to maintain prices defined [1]. Based on this decision, comprehensive measures are taken among the components of the organizational structure of the enterprise to ensure a healthy competitive environment in the field, further develop market opportunities, improve the activities of the enterprise's marketing, export and internal sales departments, determine and evaluate the effectiveness of marketing services, and increase the effectiveness of marketing services. Development and setting of events is one of the important tasks.

Reforming the grain, flour and bread supply system based on market mechanisms, selling local flour by entrepreneurs who primarily produce moldy bread and retail flour in the field, especially in the remote areas of the republic to create an opportunity for them to participate in stock

exchanges and to ensure their involvement in these trades, as well as to sell grain raw materials in a healthy competitive environment, and to improve the internal environment of enterprises.

Improving the activities of the marketing, export and internal sales department in the performance of the above tasks, ensuring the full transition of the enterprise's activities to market mechanisms by analyzing the marketing environment and evaluating the effectiveness of the marketing service, analyzing the marketing environment in the activities of grain and grain processing enterprises revealing the specific features of making is one of the important factors.

Marketing environment is understood as a set of subjects and forces that have a direct impact on the establishment of good cooperative relations between the company's marketing service employees and the maintenance of these relations. The marketing environment consists of a set of forces and factors that directly affect the market situation in general and enterprise activity in particular, including other subjects of the market [2].

During the effective use of the marketing environment, it is necessary to determine the full transfer of the activities of enterprises to market mechanisms. Because the environment is constantly changing, that is, it can have a negative or positive effect, the need to systematically study it, observe individual processes and their interaction is a very important activity in the process of marketing research. Ignoring even an insignificant change in the environment or weakening control can have very serious consequences in the work of the firm and other subjects of the market. Therefore, it is assumed that the marketers of the enterprise monitor the changes taking place within the framework of the environment separately and responsibly. Compared to others, they should follow new trends and find favorable opportunities, because they have at their disposal special marketing instruments, that is, marketing research [4].

The main task of the state is to achieve the efficiency of the use of resources, as well as the efficiency of state administration. For this, it is necessary to create a healthy competitive environment. The task of forming a competitive environment and increasing the competitiveness of the national economy is of particular importance to the regulatory functions of the state.

State regulation of the formation of a healthy competitive environment, creating the necessary organizational, legal and economic conditions for the development of competition in the republic's markets, preventing attempts to monopolize markets, improving anti-monopoly regulatory mechanisms that meet the requirements of the market economy, as well as includes measures to protect consumer rights.

Companies that find internal competition more difficult to manage than external competition often face negative financial consequences. How can a company take advantage of internal competition? Here are six principles of maintaining healthy domestic competition that will help businesses increase their competitiveness in the foreign market, without diminishing it.

*1. Gathering employees with a common goal.* People need a common goal to engage in healthy competition within an organization. At NASA, for example, employees' strong belief that their work contributes to higher goals balances an internal culture focused on competition and performance. Every year for nearly a decade, NASA has ranked first in employee satisfaction among major federal agencies.

*2. Development of networks of contacts and partnerships.* When people see each other primarily (or only) as rivals, competition becomes zero and inevitably leads to hostility. But when employees are connected by a sense of belonging, when they perceive each other as colleagues with common, sometimes conflicting needs and goals, toxic competition is less likely to arise. Interdependence between individuals and groups within an organization makes competition benevolent rather than existential or situational.

*3. Maintaining competitive flexibility.* Strong competition between business units or technical teams is a valuable tool for driving innovation and an excellent insurance policy. But if rival

peers are unwilling to share information or ideas with other teams to avoid giving them an advantage, competition will only prevent the innovation it is supposed to encourage. Regular replacement of heads of enterprise divisions and mixing of employees keeps the competition dynamic and does not allow it to become a constant competition.

4. *Balance competition with rewards for cooperation.* Attempts to minimize competition within a company can potentially lead to complacency and reduce top performance, which in turn reduces competitiveness in the external market. But the more competition there is, the more efforts are needed to develop cooperation in border areas.

5. *Celebrating the "losses" and their contributions.* In sports, winning and losing usually comes down to who plays better (although refereeing can have a significant impact on the outcome of a contest). But in other arenas, competition is more chaotic: victory or defeat often depends on external factors.

6. *The pursuit of stability.* The more competition is motivated by the pursuit of excellence, the more effective it is. If the primary goal is to defeat the opponents, then defeat is indeed a bitter pill to swallow, and dissatisfaction is a likely outcome. But if the ultimate goal is to achieve superior results or achieve a worthy goal, we can appreciate the great achievements of our internal competitors even when we fail. By seeing our competitors not only as competitors, but as partners who greatly contribute to our productivity and growth, we begin to value them, not resent them.

In the process of full transition of the enterprise to the market mechanisms, ensuring the organic connection of the internal and external elements of the enterprise through the supply of labor resources and marketing environment in the enterprise increases the capabilities of today's market elements [5]. The agreement of the employees of each department to transfer their rights to the management is a transition from the market mechanism to another - the mechanism of redistribution of resources specific to the company. This means that employees have an opinion that they will perform actions based on the instructions of the coordinator, and not based on the voluntary balance of supply and demand. But at the same time, it is necessary to evaluate the possibilities of saving costs in relation to the market mechanism of the firm.

In conclusion, it can be said that improving the activities of the departments of the enterprise based on a healthy competitive environment, especially the effective use of marketing tools, will bring more benefits for the enterprise, the enterprise will have a wider understanding of the demands and needs of the enterprise's customers, and the enterprise should use internal marketing when evaluating its capabilities. and the use of elements of the external environment determines whether the enterprise can increase the volume of production.

Based on the results of the above research, the following proposals and recommendations were developed:

- ✓ re-development of the Department's Regulations in the event of improvement of the activity of the marketing department based on the general nature of the organizational structure;
- ✓ SWOT analysis of factors of the internal environment of the enterprise in increasing the efficiency of marketing service and implementation of its results in the enterprise;
- ✓ development of the "Marketing Code of Ethics" in the improvement of the marketing department;
- ✓ development and implementation of the KPI system to create a healthy competitive environment among the organizational structure.

### **Foydalanilgan adabiyotlar ro'yxati**

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