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ANALYTICAL ASPECTS OF THE USE OF MARKETING STRATEGIES IN ENTERPRISES

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Abstract

The primary objective of this research is to analyze the application of marketing strategies within enterprises from an analytical perspective. The study evaluates the effectiveness of these strategies using online surveys, as well as SWOT and PESTEL analyses. The research focuses on Korzinka, a leading retail chain in Uzbekistan, as the main case study, with its marketing practices compared to those of the international retail giant Carrefour. The findings of the study offer recommendations for innovative and competitive marketing strategies tailored to the needs of domestic enterprises.

Keywords. marketing strategy, innovations, competitiveness, effectiveness, SWOT, survey, retail store, enterprises, customer.

KORXONALARDA MARKETING STRATEGIYALARIDAN FOYDALANISHNING TAHLILY JIHLARI

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Annotatsiya

Ushbu tadqiqotning asosiy maqsadi - marketing strategiyalarining korxonlardagi qo'llanilishini tahliliy nuqtai nazardan o'rganishdir. Tadqiqotda strategiyalarning samaradorligi onlayn so'rovnoma, SWOT va PESTEL tahlillari yordamida baholangan. Tadqiqot obyekti sifatida O'zbekistonning yetakchi chakana savdo tarmog'i - Korzinka tanlangan bo'lib, uning marketing yondashuvlari xalqaro chakana savdo giganti Carrefour

bilan taqqoslab o'rganilgan. Tadqiqot natijalari milliy korxonalar ehtiyojlariga mos innovatsion va raqobatbardosh marketing strategiyalarini taklif etadi.

Kalit so'zlar. marketing strategiyasi, innovatsiyalar, raqobatbardoshlik, samaradorlik, SWOT, so'rovнома, chakana savdo, korxonalar, iste'molchi

АНАЛИТИЧЕСКИЕ АСПЕКТЫ ИСПОЛЬЗОВАНИЯ МАРКЕТИНГОВЫХ СТРАТЕГИЙ В ПРЕДПРИЯТИЯХ

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Аннотация

Основной целью данного исследования является анализ применения маркетинговых стратегий на предприятиях с аналитической точки зрения. Эффективность этих стратегий оценивается с использованием онлайн-опросов, а также методов SWOT и PESTEL-анализа. Объектом исследования выбрана ведущая розничная сеть Узбекистана - Korzinka, маркетинговые подходы которой сопоставляются с практиками международной торговой сети Carrefour. Результаты исследования позволяют выработать рекомендации по внедрению инновационных и конкурентоспособных маркетинговых стратегий, адаптированных к потребностям отечественных предприятий.

Ключевые слова. маркетинговая стратегия, инновации, конкурентоспособность, эффективность, SWOT, опрос, розничная торговля, предприятия, потребитель

Introduction

The role of marketing strategies in the activity of enterprises is crucial in creating competitive advantage, effective use of companies' resources, understanding consumer behavior and needs, leading to long-term success and establishing innovative approaches. Considering the competitive advantage, nowadays the competition in every sphere and industry is high. Thus, using properly planned and suitable marketing strategy gives the companies an opportunity to differentiate themselves among others, attract right costumers and serve them with better approaches. Then, by strategic planning companies could direct its resources (finance, time, labor) to precise objectives and prevent themselves from ineffectiveness. Meanwhile, understanding consumers' needs and wants by deeply analyzing their behavior serves to find their current needs and then create a product or service that answers to their wants. In terms of innovative approaches, marketing strategies help create new products, enter new segments or through modernization of promotion methods establish innovation in enterprises. Consequently. strategies that are planned well lead not only to short term sales growth, but long-term brand image and serves to establish long terms customer relationship.

The marketing strategy is a systematic approach that defines how a company enters the market with its products or services, finds target audience and gain competitive advantage. The use of strategies increases sales volume of companies, improves brand image, satisfy costumers' needs, and brings profit. The main parts and steps of marketing strategies are market research, defining target audience, marketing complex implementation (4Ps and 7Ps), competitive analysis, brand positioning and monitoring the results. For any enterprise, a properly formulated marketing strategy represents a fundamental step toward achieving success.

In recent years the economic state of Uzbekistan has grown rapidly due to consistent reforms, improvement of investment climate and policies supporting entrepreneurship. During these opportunities, working only on production and service would be ineffective, where promoting them properly, delivering to costumers and gaining competitive advantage brings more benefits to enterprises. By making considerations from these views, the need for marketing strategies becomes obvious and significant. The first factor that create needs for marketing strategies in Uzbekistan is need for strategic approach due to rising competition. As products and services' number rise, consumers have more choices, this creates a need for companies to adopt well-targeted marketing strategies to stand out and attract attention of costumers. The following factor is changing consumer behavior, where Uzbek consumers are becoming more conscious, demand high quality products, better services and reasonable pricing, businesses need to develop customer-centric strategies based on a deep understanding of consumer needs. Then, there is a need for digital transformation and modern marketing tools, as online marketing, social media advertising, SEO and targeted promotions are rising in popularity. Thus, for Uzbek enterprises embracing digital strategies become crucial to increase market share. The fourth essential part is enhancing export potential, in export-oriented sectors such as textiles, agriculture and handcrafts effective marketing strategies helps enter international markets through localization, branding and global positioning. Consequently, the essence of marketing strategies for Uzbekistan enterprises is connected to market economics, rising competition, changing the needs of customers and digital technologies. Therefore, it is crucial strategic task for every company to align its activities with a long-term marketing approach.

The aim of this article is to examine how marketing strategies are being applied in Uzbek companies (Korzinka retail store), analyze their effectiveness, identify existing challenges and opportunities, the comparison with foreign company (Carrefour retail store) and develop recommendations for improving these strategies. Then there are analytical examine of the impact of practical marketing approaches on a company's competitiveness, customer satisfaction and market share expansion.

Literature review

In recent years, the use of *Augmented Reality Retail Applications* (ARRAs) has grown significantly in the retail industry due to their potential to improve consumer experience and business outcomes. Chiu, Ho, Yu, Liu, and Mo (2021) examined success factors of ARRAs in the *retail food chain* using the *DeLone and McLean Information System Success Model (ISSM)*. The study highlights key quality dimensions — *system quality, information quality* and *service quality* — and their influence on *user satisfaction* and *continuance intention*, which mediate the link between quality and perceived benefits.

While previous studies (e.g., Hilken et al., 2018; Rauschnabel et al., 2019) confirmed that AR improves customer engagement through interactive content, Chiu et al. (2021) note that its impact in the food retail sector remains underexplored. Their research addresses this gap by presenting a data-driven framework that helps understand AR's role in enhancing customer experience and marketing strategies. The authors conclude that ARRA success depends not only on technical performance but also on sustaining user satisfaction and continued usage, offering practical insights for marketers and developers.

Timoumi, Gangwar and Mantrala (2022) reviewed 50 empirical studies published over the last 20 years to examine the cross-channel effects of omnichannel retail marketing strategies. They focused on five main strategies: (1) adding an online channel by offline retailers; (2) adding an offline channel by online retailers; (3) introducing a mobile channel; (4) cross-channel integration; and (5) the impact of marketing mix elements across channels.

Their findings show that adding an online channel may slightly reduce offline sales but increases overall performance. Conversely, adding offline channels boosts both online and total sales. Introducing a mobile channel increases purchase frequency and value, positively impacting long-term revenue. Integration strategies like *BOPIS (Buy Online, Pick Up In-Store)* and *BORIS (Buy Online, Return In-Store)* improve customer satisfaction and overall performance. Furthermore, marketing actions in one channel, such as advertising or pricing, significantly influence consumer behavior in other channels. Thus, the authors emphasize the importance of understanding and managing cross-channel effects for successful omnichannel implementation and call for further research into long-term profitability and the role of consumer demographics. Their review is published in the *Journal of Retailing*.

Porter's (1980, 1985) framework of *competitive strategies* — *cost leadership*, *differentiation* and *focus* — has long been a foundational concept in *strategic management*. However, its applicability to the *retail sector*, particularly *food retailing*, has been subject to debate. *Morschett, Swoboda, and Schramm-Klein* (2006) address this gap by empirically testing whether *Porter's model* fits the strategic realities of food retail firms and their customers.

Their two-part study examines *competitive strategy* from both the *retailer's* and the *consumer's* perspectives. Retail managers identified three core dimensions of *competitive advantage*: *price*, *quality* (including *customer service*) and *convenience*. Interestingly, the authors found that *price leadership* and *quality leadership* are not necessarily mutually exclusive and can coexist without strategic conflict, challenging *Porter's* notion of necessary trade-offs between *cost* and *differentiation strategies*.

From the *consumer side*, similar *competitive dimensions* were perceived, indicating alignment between *company strategy* and *customer expectations*. The authors argue that while *Porter's framework* provides a strong conceptual foundation, *food retailing* demands a more *flexible* and *sector-specific approach* due to unique industry dynamics such as *store homogeneity*, *overcapacity*, and *price-driven competition*. Ultimately, the study offers important contributions by validating key aspects of *Porter's model* in retail while also highlighting its limitations. It suggests that *blended strategies* (e.g., combining *low prices* with *quality service*) may be viable and effective in the context of *food retailing*, contrary to *Porter's* original prescriptions.

Gazzola et al. (2022) explore the rise of *cashierless stores* as a response to growing digitalization in retail. These stores use *AI*, *computer vision* and *smart sensors* to eliminate

traditional checkout, offering faster and more convenient shopping. First introduced by *Amazon Go*, the model is designed to reduce human interaction and enhance *customer experience*.

The study highlights that in Italy, *consumer awareness* of cashierless shops is still low, largely due to their limited presence. However, interest is growing as shoppers increasingly value *efficiency, contactless service, and smart payment options*.

Positioned within the broader shift from *brick-and-mortar* to *e-commerce* and now *omnichannel* retailing, cashierless stores represent the next stage in the *Fourth Industrial Revolution*. Gazzola et al. also point out the importance of *sustainability*—such stores not only cut down on paper use but can promote *eco-friendly packaging* and store design. Overall, the paper shows that while *cashierless technology* holds promise, its success depends on raising *consumer awareness*, enhancing infrastructure, and integrating *sustainable practices*.

Larreche, J. C. (2009). in *Marketing Strategy: A Decision-Focused Approach* book focuses on the importance of strategic decision-making. The suggestions were given on businesses to be adaptable and innovative to stay competitive in changing markets. Larreche advocates for strategic agility, meaning businesses must constantly innovate and adjust their strategies based on market shifts and consumer trends.

Tashmatov, O. (2015). in *Marketing Management in Uzbekistan: Strategies and Trends* examines how businesses in Uzbekistan can apply global marketing principles while considering local cultural and economic factors. The research emphasizes the importance of adapting to the unique challenges of emerging markets. He focuses on relationship marketing, advocating for businesses to build strong, long-term connections with their customers through tailored and localized marketing efforts.

Yuldashev, A. (2014). in *Strategic Marketing in Uzbekistan: Local and Global Integration* explores how Uzbekistan can integrate global marketing practices with local market specifics. Studies on the impact of globalization were done and suggestions on that businesses must adapt international strategies to fit local consumer needs and cultural expectations were given. Yuldashev stresses the importance of product adaptation, where global products are customized to better suit the tastes and preferences of Uzbek consumers.

Khodjaev, M. (2016). in *Consumer Behavior and Marketing Strategies in Uzbekistan* highlights the shifting consumer behavior in Uzbekistan, particularly as younger generations become more active in the market and argues that understanding these evolving behaviors is key to developing effective marketing strategies.

Ismailov, R. (2013). in *Marketing and Competitive Strategies in Emerging Markets* explores how businesses in Uzbekistan can leverage competitive strategies to grow their market share. And emphasizes the importance of differentiation and cost leadership in a market where consumers are price-sensitive but also seek quality. The suggestions that differentiation strategies can be highly effective in Uzbekistan were given, where consumer preferences often lean towards unique and high-quality products at competitive prices.

Nazarov, M. (2017). in *Innovative Marketing Strategies for Uzbekistan’s Economy* emphasizes the growing role of technology and innovation in shaping modern marketing strategies, advocates for embracing digital tools and technologies to stay competitive in Uzbekistan’s increasingly digital economy. Nazarov focuses on digital marketing and

encourages businesses to engage with Uzbekistan’s younger, tech-savvy generation through digital platforms and innovative marketing techniques.

The reviewed literature reflects a dynamic transformation in retail and marketing strategies under the influence of digitalization, globalization, and evolving consumer behaviors. Scholars such as *Chiu et al. (2021)* and *Gazzola et al. (2022)* demonstrate how technological innovations like Augmented Reality Retail Applications (ARRAs) and cashierless stores are redefining consumer experiences by enhancing convenience, personalization, and operational efficiency. These innovations emphasize that user satisfaction, continuity of use, and sustainability are crucial to long-term success.

Timoumi et al. (2022) highlight the complexity of omnichannel strategies, showing that integrated approaches—such as combining offline, online, and mobile platforms—can positively impact customer satisfaction and firm performance if cross-channel effects are carefully managed.

Classical strategic models such as *Porter’s (1980, 1985)* competitive strategies remain relevant but require adaptation. As noted by *Morschett et al. (2006)*, blended strategies (e.g., combining low cost and high quality) can be effective in retail contexts, challenging earlier assumptions about trade-offs.

In the context of Uzbekistan, scholars like *Tashmatov (2015)*, *Yuldashev (2014)*, *Ismailov (2013)*, *Nazarov (2017)*, and *Khodjaev (2016)* emphasize the importance of local market adaptation. Successful marketing strategies in Uzbekistan must consider the country’s cultural, generational, and economic specificities. Strategies such as relationship marketing, digital engagement, and customized product offerings have been highlighted as key for emerging markets.

In summary, effective marketing strategies in both global and local contexts increasingly depend on agility, innovation, technological integration, and deep understanding of consumer expectations. The convergence of global trends with local adaptations forms the foundation for competitive advantage in today’s rapidly evolving retail landscape.

Research methodology

The current research explores the leading Korzinka supermarket chain. To analyze the marketing strategy and evaluate its effectiveness combined qualitative and quantitative approaches of research are used. The implemented methods for analysis are SWOT strength, weaknesses, opportunities and threats) which studies internal factors such as strength and weaknesses of the company and defines external opportunities and threats, PESTEL that examines political, economic, social, technological and legislative factors of the company and online survey that studies and defines customers attitudes to company’s marketing strategy and collect their opinions and suggestions.

Both primary and secondary data sources are used. As primary data online survey is taken that was conducted among 50 customers and helped study the customers attitudes towards the marketing operations of Korzinka. For secondary data the official web site, an activity on social media platforms and press news were analyzed at the same time.

The survey was prepared on Google Forms platform and shared via social media channels (Telegram and Instagram). The questions are closed and semi-open and intended to examine consumers’ knowledge about marketing strategy, loyalty programs, pricing policy and service quality.

Collected data was grouped through descriptive method, where the answers of respondents are shown in percentage. Additionally, SWOT, PESTEL models are applied and financial state of company examined systematically. Followingly, the activities at Korzinka market are compared with marketing operations of foreign retail store Carrefour to gain valuable insights such as benchmarking best prices, understanding competitive positioning, learning from international experience and adapting global trends locally.

Analysis and Results

Korzinka is one of the leading retail chains in Uzbekistan, founded in 1996 by entrepreneur Zafar Khashimov. Starting as a small convenience store, the brand has grown into a nationwide supermarket and hypermarket network operating under various formats, including Korzinka, Smart, and Korzinka Discount. The company follows a customer-centric approach, focusing on quality products, competitive pricing, and continuous innovation in service delivery. Korzinka’s strategic priorities include digital transformation, localization of supply chains, and expansion through both organic growth and acquisition. Rooted in values such as integrity, responsibility, and care for the community, Korzinka emphasizes sustainable development and aims to set benchmarks in Uzbekistan’s retail industry.

Financial Performance in 2023 and 2022

Table 1

Korzinka – Consolidated Statement of profit or loss and other comprehensive income¹

Indicators (UZS in millions)	2023	2022
Revenue	7 407 876	4 981 546
Cost of sales	-	-
Gross profit	1 373 465	962 355
Selling, general and admin expenses	-	-744 244
Operating profit	238 772	221 111
Interest expense	-214 621	-128 638
Finance income	1 248	2 614
Foreign exchange losses	-793	-5 899
Profit before income tax	24 606	91 998
Income tax expense	-14 400	-20 806
Profit for the year	10 206	70 792
Other comprehensive income for the year	-	-
Total comprehensive income	10 206	70 792

The financial data for Korzinka in 2023 and 2022 reveals significant developments in both revenue growth and cost structure. In 2023, the company generated total revenue of

¹ The data presented in this table is based on the consolidated financial statements of the Korzinka supermarket chain. It reflects the company’s key financial indicators for the years 2022 and 2023, including revenue, expenses, profit, and overall financial performance. Figures are shown in millions of Uzbek sums (UZS). These results provide insights into the company’s financial stability, cost dynamics, and profitability over the analyzed period.

Korzinka.uz – Official website and publicly available financial reports.

Anglesey Food Foreign Enterprise LLC – Financial performance for 2022 and 2023 (used for comparison purposes).

Available at (www.Korzinka.uz)

UZS 7,407.9 billion, marking an approximate 48.7% increase compared to 2022. This reflects a substantial rise in sales volume and customer traffic. The gross profit also increased to UZS 1,373.5 billion, indicating a continued positive margin between sales revenue and the cost of goods sold.

Management expenses in 2023 amounted to UZS 1,134.7 billion, showing a growth of approximately 52.5% compared to the previous year. Despite the rising costs, the company managed to achieve a 17% increase in operating profit, reaching UZS 238.8 billion from UZS 221.1 billion in 2022, suggesting relatively efficient operational control.

However, financial expenses, particularly interest payments, rose significantly—from UZS 128.6 billion in 2022 to UZS 214.6 billion in 2023. As a result, profit before tax dropped sharply to UZS 24.6 billion, down from UZS 91.9 billion. Consequently, net profit declined from UZS 70.8 billion in 2022 to only UZS 10.2 billion in 2023. This decline underscores the growing financial burden and narrowing profit margins.

While Korzinka achieved strong revenue growth in 2023, the steep rise in administrative and financial expenses substantially impacted profitability. It is evident that the company must strengthen cost management and adopt strategic measures to mitigate debt pressure and improve long-term financial sustainability.

SWOT Analysis

The SWOT analysis of Korzinka highlights the company’s strong market /position, widespread store network, and active digital initiatives as key strengths that contribute to its leadership in Uzbekistan’s retail sector. However, several internal weaknesses remain, such as high operational costs, occasional cashier shortages during peak hours, limited parking at some locations, and delays in product restocking. At the same time, Korzinka has opportunities to expand regionally, enhance collaboration with local suppliers, and implement advanced technologies like AI in its operations. Nevertheless, it faces external threats including increasing competition, currency volatility, regulatory changes, and potential supply chain disruptions.

Table 2

SWOT analysis of Korzinka market

Strengths	Weaknesses
Market leader in Uzbekistan's retail sector with a strong brand reputation	Daily essential products often run out quickly
Stores operate 24/7 across the country	Insufficient assortment in certain product categories
Over 150 stores nationwide	Dependence on imports within some product segments
Availability of self-checkout (express) counters	High operational and administrative costs affecting profitability
Online delivery platforms available (e.g., Korzinka Go)	Occasional shortage of cashiers during peak hours.
Loyalty systems and promotional campaigns are active	Lack of personalized shopping experience compared to some international retail competitors.

Opportunities	Threats
Expansion into neighboring countries	Vulnerability to currency exchange fluctuations
Greater collaboration with local brands and producers	Potential disruptions in supply chains due to geopolitical or regulatory factors
Adoption of automation and artificial intelligence	Intensifying competition from local and international retail chains
Enhancement of personalized discount systems	Natural disasters and power outages ²

Table 3

PESTEL Analysis of Korzinka

Factor	Key insights
Political	Enjoys stable government support and investment in retail sector. Attracted \$110 M investment in 2025 from ADUI, UzOman, highlighting favorable investor confidence
Economic	Uzbekistan’s retail market is rapidly growing (estimated at ~\$17 B in 2017) Korzinka’s strong performance: 150+ supermarkets, \$7.4 T turnover in 2023 Expansion into digital with Korzinka Go. Vulnerable to currency volatility impacting imports
Social	Strong brand built since launch in 1996 Emphasis on customer experience: clean stores, Loyalty program (1.6 M users), Mobile app features Introduced ‘Mahalla’ format for local community needs
Technological	Digital innovation: Korzinka Go, dark stores, real-time tracking Midjourney-generated images, Mobile app with BNPL functionality, loyalty integration, and UX-oriented design
Environmental	Committed to responsible consumption/production. Partnerships for quality and safety; rigorous supplier standards No explicit green/eco-certifications publicly noted
Legal	Strong governance: anti-corruption policy, code of conduct, independent board members Online delivery regulations respected, including quality guarantees and return policies ³

² Author’s work on Korzinka markets’ SWOT analysis

This SWOT analysis of Korzinka is based on publicly available information, company website materials, customer feedback, and general observations of retail operations in Uzbekistan.

Korzinka.uz – Official website and corporate updates.

Spot.uz, Daryo.uz – Media articles and retail sector analysis.

User experience and reviews from online platforms and social media.

³ This PESTEL analysis of Korzinka is based on publicly available information from the company’s official website and trusted news and industry sources. The analysis outlines the macro-environmental factors that influence Korzinka’s

PESTEL analysis of Korzinka

Strengths - Supported by government and investor confidence, Korzinka benefits from rapid economic growth and rising household incomes. Social and Tech Edge - Its focus on user experience and omnichannel convenience (dark stores, app, loyalty) aligns with modern consumer behavior. Risks - Currency exposure and lack of visible sustainability certifications may require mitigation. Governance - Transparent governance and legal compliance pave the way for scaling and future IPO potential.

Survey analysis

As part of this study, a customer survey was conducted to assess consumer behavior, satisfaction, and perceptions related to Korzinka supermarkets. The questionnaire included multiple-choice questions covering frequency of visits, preferred store locations, commonly purchased product categories, and evaluations of service quality, pricing, and in-store cleanliness. Additional questions explored how customers learn about promotions, their typical shopping companions, and their willingness to recommend the supermarket to others. Respondents also rated cashier speed, staff behavior, and shared opinions about potential improvements in service or product offerings.

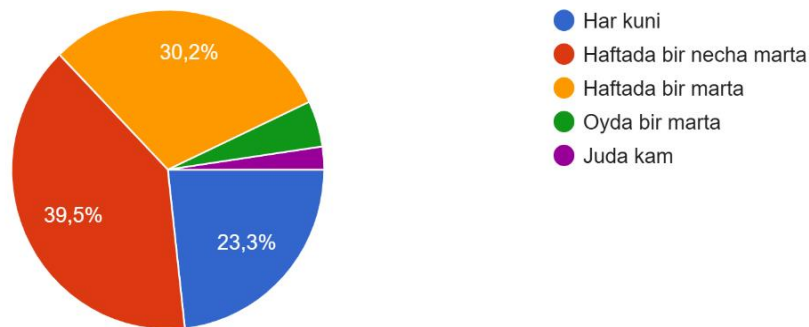


Figure 1. Pie chart of shopping frequency⁴

Frequency of Visits and Preferred Branches

Most respondents reported visiting Korzinka supermarkets either daily or several times a week. The most frequently visited branches included Shahrison in Yunusabad, Abay in Yakkasaray district, as well as the Sergeli and Novza branches. The popularity of these locations can be attributed to their convenient geographic location and comfortable shopping environment.

strategic positioning in Uzbekistan’s retail sector. It reflects the company’s alignment with national development trends, digital innovation efforts, customer-centric service, and corporate governance practices.

Korzinka Official Website – <https://korzinka.uz>

Kapital.uz – “Korzinka attracted \$110 million in investments”

<https://kapital.uz/korzinka-pri-privlekle-investicii>

Afisha.uz – “Korzinka: 27 years of retail leadership”

<https://www.afisha.uz/ru/gorod/2023/07/13/korzinka>

Spot.uz – Coverage on Korzinka Go, tech innovation, and app features

<https://www.spot.uz>

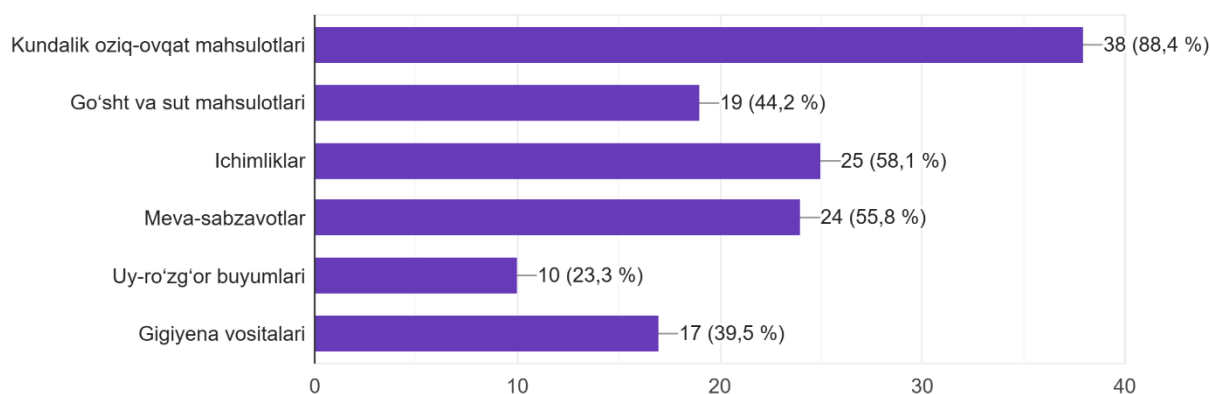


Figure 2. Bar chart of purchased products⁵

Purchased Products and Product Assortment

A majority of participants indicated that they shop at Korzinka primarily for essential goods such as daily food items, meat, and dairy products. However, some customers expressed dissatisfaction with the limited variety of certain products, such as butter and organic goods, indicating the need to expand the product range.

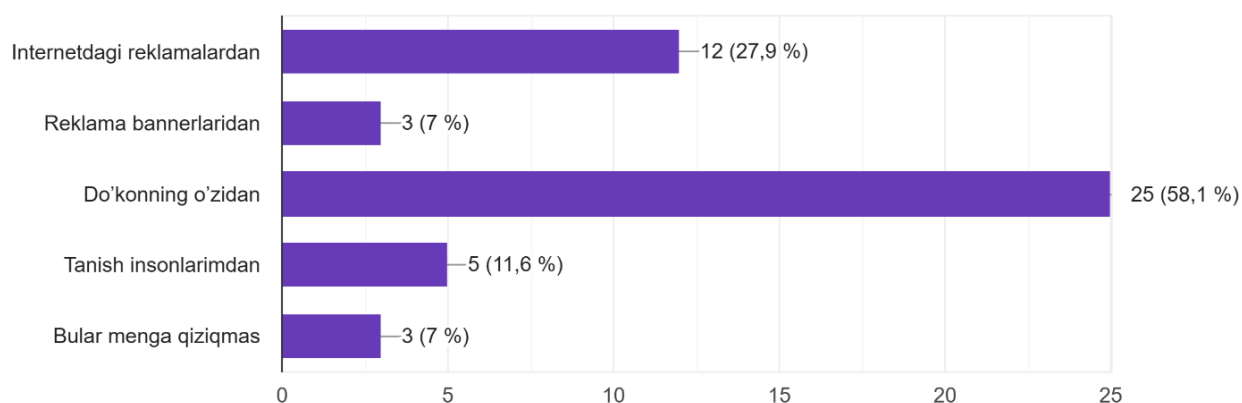


Figure 1. Bar chart of Information sources⁶

Information Sources and Willingness to Recommend

Promotional information and discount offers were mainly received in-store and through online advertisements. Nearly all respondents stated that they would recommend Korzinka to friends and family, reflecting a high level of trust in the brand.

⁵ Author's own survey conducted via Google Forms among Korzinka customers, July 2025.

⁶ Author's own survey conducted via Google Forms among Korzinka customers, July 2025.

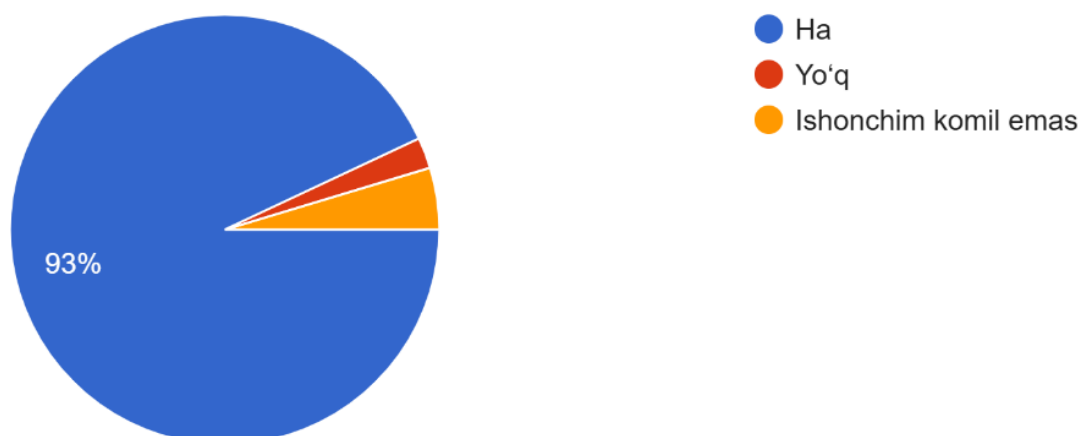


Figure 2. Pie chart of willingness to recommend⁷

Suggestions and complaints

Customers shared several critical remarks regarding their shopping experience at Korzinka supermarkets. The most common complaints included long queues at the checkout counters, unsatisfactory quality of fruits and vegetables, frequent stockouts of certain products, and instances where staff members were not consistently polite or helpful. In response to these concerns, customers suggested increasing the number of operational cash registers, broadening the overall product assortment, and improving the availability of specific product categories such as organic and imported goods.

Carrefour's marketing strategy

Carrefour is one of the world's largest retail chains, headquartered in France, operating in over 30 countries across Europe, Asia, Africa, and Latin America. Founded in 1959, the company pioneered the hypermarket format and continues to lead in multi-format retailing, including hypermarkets, supermarkets, convenience stores, and e-commerce platforms. Carrefour serves millions of customers daily and competes in a dynamic global market by focusing on price competitiveness, product diversity, local sourcing, and digital innovation. The company is also committed to sustainable development and responsible retail practices. Carrefour's marketing strategy is built on product localization, competitive pricing, and a multi-channel distribution model. At the same time, the company places strong emphasis on digital marketing, expanding its customer base, and developing loyalty programs. This approach enables Carrefour to increase sales and enhance the overall customer experience.

51⁷ Author's own survey conducted via Google Forms among Korzinka customers, July 2025.

Table 4

Carrefour marketing strategy table⁸

Aspect (5P)	Key elements	Details and highlights
Product	Extensive and localized product mix	Groceries, personal care, household goods; localized assortments (e.g., halal in UAE, local produce in France)
Price	Competitive and penetration pricing	Focus on discounter positioning; price-match guarantees in some markets
Place (distribution)	Multi-format and omnichannel network	Hypermarkets, supermarkets, express, convenience, e-commerce platforms; integration drive toward 30% omnichannel customers by 2026
Promotion	Diverse promotional campaigns	Seasonal sales (Black Friday, back-to-school) plus loyalty program (28 M members in 2022); in-store promos, influencer partnerships, and robust social media engagement
Digital and data	Digital-first and data-centric strategy	€2 bn invested in tech; 33 M app downloads, 800 M annual online visits, 80 M customers in dataset; aim for €10 bn GMV by 2026
Sustainability and local Sourcing	Eco/CSR positioning and local supplier partnerships	Potager City, local sourcing within 50 km, organic/private label expansion, heavy focus on sustainability and climate targets

Comparative analysis

The comparative analysis of Korzinka and Carrefour's marketing strategies shows significant differences formed by their respective market scales and operational geographies. While Carrefour operates globally with an advanced, technology-driven approach and strong sustainability initiatives, Korzinka focuses on the local Uzbek market, emphasizing affordability, customer closeness, and traditional loyalty programs. Both retailers demonstrate strength in understanding their target customers, but their strategic tools differ: Carrefour leverages digital innovation and global branding, whereas Korzinka utilizes local relevance and community engagement.

⁸ This marketing strategy table for Carrefour is based on information retrieved from the company's official website and analytical sources.

Sources:

Carrefour Group Official Website – Strategy Section: <https://www.carrefour.com/en/group/strategy>

Ivy Panda (2023). *Carrefour UAE Marketing Strategy*. Retrieved from: <https://ivypanada.com/essays/carrefour-uae-marketing-strategy>

Table 5

Comparison of marketing strategies of Korzinka and Carrefour⁹

Aspect	Korzinka (Uzbekistan)	Carrefour (Global)
Market positioning	Local market leader; focuses on affordability, convenience, and proximity to customers	Global retail giant; emphasizes quality, variety, and international standards
Target audience	Local families and daily shoppers	Wide range: from mass-market to premium consumers
Product strategy	Everyday essentials, private label products, Mahalla format stores	Global sourcing with local adaptation; includes organic, halal, and premium lines
Pricing strategy	Competitive and moderate pricing; frequent promotions and discounts	Adaptive pricing based on regional competition and market demand
Promotion and advertising	Internet ads, in-store promos, loyalty program with 1.6M active users	Omnichannel marketing: TV, radio, digital, and personalized mobile promotions
Distribution (place)	150+ stores, Korzinka Go online delivery, warehouse-based dark stores	13,000+ stores worldwide, Click and Collect, Drive, Carrefour Online, franchising
Digital marketing	Discounts through mobile app, loyalty points, digital banners	Uses AI, big data, and omnichannel personalization for customer targeting
Customer loyalty	Points-based rewards, weekly personalized deals, family-friendly focus	Carrefour Club, loyalty apps, cashback, and targeted coupon systems
Sustainability focus	Complies with ISO standards (9001, 14001, 22001); focuses on resource efficiency	Advanced sustainability: plastic reduction, eco-labels, carbon footprint management
Brand communication	Simple, localized messaging emphasizing trust and community	Global campaigns with strong brand identity and social responsibility messaging

Conclusion

In conclusion, this study has demonstrated the pivotal role of marketing strategies in enhancing the competitiveness, sustainability, and operational efficiency of retail enterprises. The analytical assessment of Korzinka’s marketing activities, combined with a comparative evaluation of Carrefour’s international approach, has allowed for the

⁹ Compiled by the author based on data from Korzinka official website (2024), Carrefour official website (2024), and supporting literature on retail marketing strategies.

identification of key strategic strengths, internal limitations, and potential areas for development within the context of Uzbekistan’s retail sector.

The research findings highlight that while Korzinka has successfully positioned itself as a local market leader through its focus on customer convenience, loyalty programs, and localized product offerings, it still faces several strategic challenges. These include limited digital integration, rising operational costs, and growing consumer expectations in terms of personalization and service quality.

By analyzing consumer feedback, financial performance, and external macro-environmental factors, the study underscores the necessity for Uzbek enterprises to adopt more adaptive, data-driven, and innovative marketing strategies. Moreover, aligning local practices with global trends - particularly in areas such as digital transformation, sustainability, and omnichannel retailing - can significantly enhance long-term performance and customer engagement.

In the end, the study recommends that enterprises like Korzinka prioritize strategic investments in digital technologies, enrich customer loyalty programs, and strengthen their brand positioning through sustainable and customer-centric approaches. These measures are essential for maintaining competitiveness in a rapidly evolving market and achieving sustained growth in the national and potentially international retail landscape.

Recommendations

To maintain its strong market position, Korzinka should focus on several key strategic improvements. Embracing digital transformation by utilizing big data, artificial intelligence, and personalized marketing—similar to Carrefour's model—could significantly enhance the customer experience and increase conversion rates. Improving the loyalty program through more dynamic, multi-level systems and incorporating cashback or referral incentives would help strengthen customer retention. At the same time, integrating environmentally friendly practices, such as reducing plastic usage and offering reusable packaging, would align the brand with growing consumer expectations for sustainability. Unifying brand messaging across all platforms can reinforce brand identity and build stronger recognition. Lastly, expanding into rural and suburban areas with adapted store formats like Mahalla would allow Korzinka to reach new customer segments and unlock further growth potential.

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