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ISSUES OF MARKETING DEVELOPMENT IN FOOD PRODUCTION ENTERPRISES OF ANDIJAN REGION

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Abstract: This article examines how marketing can be developed in food production enterprises of Andijan Region, Uzbekistan, where output has grown rapidly but many firms still compete through volume, price and informal relationships rather than systematic market intelligence, branding and digital channels. Design/methodology/approach. The study uses a desk-based applied research design. Official statistics, government policy documents and international business environment sources are combined with market-orientation and customer-experience theories. Trend ratios are calculated for regional food production, and the main marketing bottlenecks are diagnosed through a value-chain lens. Findings. Andijan's food production value rose from 2.6 trillion UZS in 2023 to 9.6 trillion UZS in 2025, while the share of food products in regional industrial output increased from 3.5% to 8.9%. This growth creates a strong platform for market expansion, yet marketing capabilities lag behind production capacity. The central issues are weak customer and competitor intelligence, limited product differentiation, insufficient packaging and cold-chain integration, low use of e-commerce for food products, fragmented regional branding and a shortage of digital marketing skills. Originality/value. The article proposes an Andijan Food Marketing Development Framework that connects market intelligence, value-added product strategy, omnichannel distribution, regional brand architecture and performance dashboards. The framework is intended for enterprise managers, regional development bodies and researchers studying food-industry competitiveness in emerging regional markets.

Keywords: food industry, marketing development, Andijan Region, market orientation, branding, e-commerce, agro-processing, Uzbekistan.

JEL codes: M31, L66, Q13, R11.

1. Introduction

In many food production enterprises, marketing is still understood narrowly as advertising, sales promotion or personal contacts with wholesalers. For the contemporary food industry, however, marketing is a managerial system that begins before production and continues after the sale. It involves the generation of market intelligence, product and packaging decisions, pricing logic, distribution, customer experience, trust, certification, digital communication and feedback loops. This broader understanding is especially important for regional producers that operate in a dense and competitive consumer market but also aspire to enter national retail chains and export channels.

Andijan Region has a strong industrial profile and one of the largest consumer bases in Uzbekistan. According to official population data, Andijan Region had 3,507,220 permanent residents as of 1 October 2025, making it one of the country's largest regional markets by population [3]. The region is also experiencing wider economic expansion: by the end of 2025, gross regional product reached 107.7 trillion UZS, with industrial output growing by 7.2%, services by 15.1% and agriculture by 4.7% [4]. Such conditions create demand for higher-quality, safer, better-packaged and more conveniently distributed food products.

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The food production segment is expanding quickly. The SIAT database of the National Statistics Committee shows that the value of manufacturing of food products in Andijan Region increased from 2,615.4 billion UZS in 2023 to 5,128.5 billion UZS in 2024 and to 9,572.9 billion UZS in 2025 [1]. A national news release based on the same statistical system reported that food production in Uzbekistan amounted to 152.1 trillion UZS in 2025 and that Andijan Region accounted for 9.6 trillion UZS in the regional breakdown [2]. These figures indicate that Andijan is not a marginal food market; it is a meaningful contributor to national production and a region with potential for higher-value food processing.

Nevertheless, output growth alone does not guarantee competitiveness. Food producers can increase volumes and still remain vulnerable if their products are weakly differentiated, if packaging does not meet retail or export requirements, if the distribution chain is unstable, if digital channels are absent, or if customer feedback is not converted into product improvements. The research problem of this article is therefore the gap between Andijan's growing food production capacity and the marketing capabilities required to transform that capacity into sustainable market share, brand value and export readiness.

The article addresses the following research question: what are the main issues constraining marketing development in food production enterprises of Andijan Region, and what integrated measures can help enterprises move from production-oriented selling to market-oriented growth? The contribution is practical and conceptual. Practically, it offers an implementation framework for managers and regional institutions. Conceptually, it adapts market-orientation theory to a regional food-industry context in which cold chain, trust, packaging, digital skills and channel governance are as important as promotion.

2. Regional and sectoral context

The regional data show a rapid increase in the economic weight of food products within Andijan's industrial structure. Table 1 summarizes the key figures used in this study. The SIAT source reports the indicator in billion UZS, on a monthly cumulative basis, and notes that 2024 data are preliminary and expressed in current prices [1]. Because the series is cumulative within each year, December values are treated as annual figures for 2023, 2024 and 2025, while January-May figures are used for a recent within-year comparison.

Table 1. Dynamics of Andijan Region industrial and food production

Period	Industrial output, billion UZS	Food products, billion UZS	Food share of industry	Food growth
2023	73,767.1	2,615.4	3.5%	—
2024	90,627.9	5,128.5	5.7%	+96.1%
2025	107,885.0	9,572.9	8.9%	+86.7%
Jan-May 2025	37,320.2	2,941.0	7.9%	—
Jan-May 2026	44,049.7	4,465.5	10.1%	+51.8% vs Jan-May 2025

Source: author's calculations based on SIAT industrial production data for Andijan Region [1].

Two observations follow from the table. First, food production grew much faster than total industrial production over the same period. The food segment nearly doubled in 2024 and then increased again by 86.7% in 2025. Second, the share of food products in regional industrial output rose from 3.5% in 2023 to 8.9% in 2025, and the January-May 2026 comparison shows a further

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increase to 10.1%. This does not mean that food has overtaken Andijan's dominant manufacturing activities; rather, it signals that food production is becoming a more visible and potentially strategic pillar within a diversified regional economy.

The regional growth context is supported by development targets. In a review of Andijan Region's additional capacities, national authorities identified 2025 targets involving 3.1 billion USD of investment, 334 investment projects, employment for 305,000 people and exports worth 1 billion USD [5]. In 2026, regional targets included 8% economic and industrial growth, 16.3% service-sector growth and exports rising from 1.3 billion USD to 1.5 billion USD [4]. For food producers, such targets imply that marketing development should not be treated as a secondary managerial issue; it is linked to investment absorption, employment, export diversification and regional income growth.

At the national level, Uzbekistan's food-processing sector has substantial room for value addition. The U.S. Commercial Service reports that, as of 2023, only about 15% of the 20 million tons of fruits and vegetables grown annually were processed for longer shelf life, while about 30% was lost because of insufficient storage and processing capacity; only 16% of meat and milk was processed [6]. The same source reports that refrigerated warehouse capacity for agricultural and food products was 1.3 million tons in 2024, equal to only 5.4% of cultivated output, with a target to increase capacity to 1.9 million tons by 2027 [6]. These facts are not merely technical or logistical; they are marketing issues because shelf life, product quality, delivery reliability and packaging determine whether producers can access modern retail, HoReCa buyers and export customers.

The agricultural base also supports the relevance of the topic. Uzbekistan produced 16 million tons of vegetables and melons, 5 million tons of fruits, 2.9 million tons of meat and 12.4 million tons of milk in 2024, while the further development of processing and packaging capabilities remained a national priority [7]. For Andijan enterprises, this means that marketing development must be connected with the upstream supply of agricultural raw materials and downstream demand from urban consumers, retail chains, marketplaces and foreign buyers. The task is to convert agricultural and industrial potential into recognizable, trusted and profitable food products.

3. Theoretical background: from production orientation to market orientation

The appropriate theoretical lens for this topic is market orientation. Kohli and Jaworski define market orientation around the organization-wide generation of market intelligence, the dissemination of that intelligence across departments and the responsiveness of the firm to market information [13]. This approach is useful for Andijan food producers because marketing problems are rarely limited to the marketing department. If production ignores consumer preferences, if procurement ignores packaging requirements, if finance ignores channel margins, or if logistics ignores delivery promises, the enterprise cannot become market-oriented.

Narver and Slater conceptualize market orientation through customer orientation, competitor orientation and interfunctional coordination, supported by a long-term focus and profitability logic [14]. In the food industry, customer orientation requires understanding not only final consumers but also retailers, wholesalers, restaurants, schools, hospitals and export intermediaries. Competitor orientation requires monitoring substitute products from other regions and imports. Interfunctional coordination requires that quality control, production planning, sales, packaging, logistics and finance use the same market information when making decisions.

Customer experience management adds a further layer. Homburg, Jozić and Kuehnl argue that customer experience must be implemented across touchpoints rather than being treated as a slogan [15]. In food markets, touchpoints include packaging appearance, product freshness, price visibility, delivery punctuality, shelf availability, product information, complaint handling and digital interaction.

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A customer may never meet the producer, but the package, delivery reliability and online review become the producer's voice. Thus, customer experience is an operational marketing capability.

Classical marketing management also remains relevant. Product, price, place and promotion are not separate checkboxes but a coordinated system of value creation and capture [16]. For food producers, the product dimension includes taste, safety, size, shelf life, convenience, certification and packaging. Price includes affordability, wholesale margins, promotional calendars and export quotations. Place includes cold storage, distribution partners, marketplaces and retailer relationships. Promotion includes brand story, point-of-sale communication, digital content, sampling and reputation management. The theoretical implication is clear: food enterprises in Andijan need integrated marketing systems rather than isolated promotional campaigns.

4. Methodology and data sources

The article uses a qualitative-applied and analytical desk research design. The unit of analysis is the food production enterprise operating in Andijan Region, including producers and processors of bakery products, fruit and vegetable products, dairy products, meat products, confectionery, packaged staples and other food goods. Beverage production is mentioned only where official industrial statistics present it near food production; the main analytical focus remains food products.

The empirical base consists of four categories of sources. First, official regional industrial data from SIAT are used to identify the scale and trend of food production in Andijan [1]. Second, official national and regional policy sources are used to describe the development context, population base, regional investment goals and sectoral targets [2]-[5]. Third, international business environment sources are used to identify processing, cold-chain, packaging, agricultural and e-commerce constraints affecting Uzbekistan's food sector [6]-[10]. Fourth, peer-reviewed marketing theory and OECD reports on digital skills and investment provide the conceptual foundation for diagnosing firm-level marketing capabilities [11]-[16].

The analysis proceeds in three steps. The first step is trend analysis: regional food output is compared with total industrial output and growth ratios are calculated. The second step is strategic diagnosis: observed sectoral conditions are translated into marketing development issues using the categories of market intelligence, product strategy, channel architecture, branding, digitalization and organizational capability. The third step is framework design: the diagnosed issues are converted into an implementation model with enterprise-level actions and measurable indicators. The article does not claim to present survey evidence from individual firms. Its value lies in triangulating reliable secondary sources and converting them into a practical marketing-development agenda for the region.

5. Key issues in marketing development

5.1. Fragmented market intelligence and weak segmentation

The first issue is the absence of systematic market intelligence. Many regional food enterprises know their immediate buyers but do not always maintain structured data on consumer segments, repeat purchases, complaints, seasonal patterns, competitor prices, retailer requirements or channel profitability. When intelligence remains in the memory of salespeople or owners, decisions become reactive. The firm produces what it can produce, not necessarily what the market is ready to pay for.

Segmentation should be more precise than the general distinction between local and export markets. At minimum, Andijan food producers need separate value propositions for household consumers, traditional bazaars, supermarkets, HoReCa buyers, institutional buyers and export intermediaries. Each segment has different requirements. Household consumers may prioritize price, trust and taste. Supermarkets require packaging, barcodes, stable supply, payment discipline and

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return policies. HoReCa buyers prioritize consistency, bulk packaging and delivery timing. Export customers may require certification, shelf-life documentation, phytosanitary compliance and stable communication in foreign languages.

A practical marketing response is to establish a simple market intelligence routine. Each enterprise should collect weekly data on top-selling products, stockouts, complaints, channel margins, competitor shelf prices, distributor feedback and online inquiries. These data do not require expensive software at the beginning; a shared spreadsheet and a disciplined review meeting can be sufficient. The strategic point is that production, sales and management must discuss the same market information before adjusting product volumes, package sizes or promotional budgets. This is the operational meaning of market orientation in a regional food enterprise.

5.2. Product differentiation, packaging and trust

The second issue concerns product differentiation. Rapid growth in output can intensify price competition if products remain generic. In food markets, differentiation may arise from recipe, origin, freshness, packaging convenience, health positioning, family-size options, ready-to-cook formats, halal assurance, quality certification, traceability or a credible regional story. Andijan producers should not attempt to differentiate every product in the same way. Staple products may require reliability and price discipline; premium fruit, dairy, confectionery or ready-to-eat products may require design, storytelling and sampling.

Packaging deserves special attention because it is both a technical and marketing asset. The national development agenda emphasizes packaging and storage capacity because these capabilities extend shelf life and support export potential [6], [7]. For marketing, packaging performs at least five functions: it protects quality, communicates brand identity, provides information, enables logistics and supports price positioning. Weak packaging makes even a good product appear risky or low-value, especially in supermarkets and export channels. Strong packaging, by contrast, can justify a price premium when it is supported by consistent quality.

Trust is another part of product strategy. Food customers buy not only taste but also safety. Enterprises should therefore move toward visible quality signals: production dates, expiry dates, ingredient clarity, QR codes linked to product information, certificates, customer service contacts and transparent return policies. For export-oriented products, documentation should be prepared before negotiations, not after a buyer has already asked for it. Marketing and quality control must work together because brand promises become dangerous when the operational system cannot deliver them consistently.

5.3. Distribution, cold chain and route-to-market design

The third issue is distribution. In food production, marketing success depends heavily on route-to-market design. A producer can have a good product and still fail if delivery is irregular, cold-chain discipline is weak, shelves are empty during peak demand, or distributors control customer information. National evidence on storage constraints shows why this matters: insufficient storage and processing capacity has contributed to losses in fruits and vegetables, while refrigerated warehousing remains below the level needed for the country's cultivated output [6]. These constraints affect Andijan firms because freshness, reliability and shelf life are central to market access.

A route-to-market strategy should distinguish between direct, indirect and digital channels. Direct channels include own retail points, corporate clients and institutional buyers. Indirect channels include wholesalers, distributors, supermarkets and export intermediaries. Digital channels include social commerce, marketplaces, online catalogues and B2B platforms. The optimal mix depends on product type. For perishable dairy and meat products, cold logistics and delivery frequency matter

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more than broad online visibility. For packaged dried fruits, confectionery, spices or ready-to-cook products, e-commerce and export platforms may play a stronger role.

Enterprises should not see distribution partners merely as buyers. They are market information sources and brand representatives. Contracts with distributors can include minimum service levels, storage requirements, territorial responsibilities, promotional support and feedback obligations. The marketing department should know which channels generate margin, which create complaints, and which build long-term brand visibility. This shift from selling to channel management is one of the most important steps in professionalizing food marketing in Andijan.

5.4. Digital marketing and e-commerce readiness

The fourth issue is digital readiness. Uzbekistan's e-commerce market was estimated at 1.2 billion USD in 2024, equal to 3.8% of the retail market, while projections indicate 9-11% penetration by 2027 [8]. At the start of 2025, Uzbekistan had 32.7 million internet users, or 87.2% of the population, and 33.9 million cellular mobile connections [8]. These figures show that the digital audience exists. Yet the same source notes that food, drinks and tobacco represented only about 3% of online consumer purchases [8]. For food producers, the implication is nuanced: e-commerce is an opportunity, but not a magic replacement for physical distribution.

The World Bank emphasizes that e-commerce can help Central Asian producers overcome landlocked geography, integrate into global supply chains and create opportunities for young people to launch online businesses [9]. Its E-GATE initiative also focuses on onboarding MSMEs to global B2B marketplaces, building business intelligence and expanding market access [10]. However, digital channels require capabilities that many enterprises lack: product photography, content planning, customer service, online payment handling, delivery coordination, inventory accuracy and review management. Digital marketing is therefore not only about posting on social networks; it is an organizational process.

For Andijan food enterprises, digital marketing should develop in stages. The first stage is digital presence: accurate profiles, product catalogues, contact details, location maps and consistent brand visuals. The second stage is engagement: educational content, recipes, behind-the-scenes quality stories, customer feedback and seasonal campaigns. The third stage is transaction: marketplace listings, online ordering, B2B inquiry forms, electronic invoices and delivery integration. The fourth stage is analytics: tracking which products generate inquiries, which channels convert, and which campaigns produce repeat purchases. This staged approach prevents firms from investing in platforms before they are operationally ready to fulfill orders.

5.5. Regional branding and export positioning

The fifth issue is branding. Andijan's location in the Fergana Valley gives it an opportunity to associate food products with freshness, agricultural richness, family consumption and regional hospitality. Yet regional origin becomes a marketing asset only when it is managed consistently. A weak brand says only "made in Andijan." A strong brand explains why that origin matters: what taste, quality, tradition, freshness, supply reliability or value it represents.

Export positioning requires an even sharper approach. National policy aims to increase exports and strengthen the agricultural product processing chain [7]. Andijan's own regional plans also include ambitious export targets [4], [5]. Food enterprises should therefore prepare buyer-oriented export materials: product specifications, shelf-life information, certificates, minimum order quantities, packaging options, Incoterms understanding, price lists in foreign currency and professional communication. The absence of these materials often makes a producer look less reliable than its product quality deserves.

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A regional umbrella brand could support smaller enterprises that cannot individually build strong recognition. Such a brand should not replace company brands; rather, it can function as a quality and origin signal for selected products that meet agreed standards. The brand architecture may include categories such as dried fruits, fruit preserves, dairy products, confectionery and ready-to-cook foods. The key condition is governance. Without standards, inspection and consistent visual identity, an umbrella brand becomes a slogan. With governance, it can reduce trust barriers for new buyers.

5.6. Digital skills, interfunctional coordination and marketing finance

The sixth issue is capability. OECD research notes that Uzbekistan has made progress in internet access, quality and affordability, but the digital uptake of firms remains limited and lack of digital skills constrains business transformation [11]. A later OECD roadmap also stresses the importance of strengthening digital skills, infrastructure and investment in knowledge-intensive functions for Uzbekistan's digital transformation [12]. For food enterprises, these findings translate into a practical challenge: marketing development cannot be delegated to one young employee who manages social media without access to production, quality and sales data.

Marketing requires interfunctional coordination. If the marketing specialist promises same-day delivery but logistics cannot deliver, the brand suffers. If sales discounts products without consulting finance, margins suffer. If production changes packaging without testing consumer response, shelf performance suffers. Managers should therefore create a monthly marketing council involving production, sales, finance, logistics and quality control. The agenda should include product performance, channel performance, customer complaints, competitor movements, campaign results and upcoming demand peaks.

Marketing finance is equally important. Many enterprises treat marketing spending as an optional cost rather than an investment. A more disciplined approach is to link marketing budgets to measurable goals: new retail outlets, repeat orders, distributor activation, online inquiries, conversion rates, shelf availability, average order value and complaint reduction. Even small budgets can be effective when they are connected to clear indicators. Large budgets can be wasted when they are spent on generic promotion without segmentation or follow-up.

6. Andijan Food Marketing Development Framework

Based on the diagnosis above, this article proposes the Andijan Food Marketing Development Framework. The framework is not a rigid model; it is a practical architecture that can be adapted by enterprises of different sizes. Its logic is that marketing development should begin with market intelligence, convert intelligence into differentiated products, deliver those products through reliable channels, communicate trust through brand systems and measure outcomes through dashboards. Table 2 summarizes the framework.

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Table 2. Proposed framework for developing marketing in Andijan food enterprises

Pillar	Core issue	Recommended enterprise action	Indicative KPI
Market intelligence	Decisions are based on informal buyer knowledge.	Collect weekly data on sales, complaints, competitor prices, channel margins and online inquiries.	Dashboard updated monthly; number of decisions based on data.
Product and packaging	Products compete mainly on price and volume.	Create segment-specific package sizes, quality signals, QR information and shelf-life documentation.	Share of sales from differentiated SKUs; complaint rate.
Channel architecture	Distribution partners control market access and feedback.	Classify channels by margin and strategic value; set service-level rules for distributors.	Shelf availability; delivery punctuality; channel margin.
Brand and trust	Regional origin is not converted into brand equity.	Develop company brand plus optional regional origin mark for certified products.	Brand recall; repeat purchase; number of certified products.
Digital growth	Social media exists but is weakly linked to sales and service.	Move from online presence to engagement, transaction and analytics in stages.	Online inquiries; conversion rate; repeat online orders.

Source: developed by the author based on official data and marketing theory [1]-[16].

The first pillar, market intelligence, is the foundation. Without it, enterprises cannot know whether growth is caused by genuine brand preference, temporary shortages, distributor pressure or inflation. The second pillar, product and packaging, translates intelligence into tangible value. It encourages enterprises to stop treating food products as undifferentiated output and start treating them as consumer solutions. The third pillar, channel architecture, recognizes that distribution is not merely logistics; it is a source of bargaining power, customer experience and data.

The fourth pillar, brand and trust, is particularly important in food markets because perceived risk is high. Consumers and buyers need signals that the producer is reliable. A regional origin mark can help, but only if supported by quality standards. The fifth pillar, digital growth, ensures that enterprises do not remain outside the online discovery process. Many consumers may still buy food offline, but they increasingly discover, compare, review and recommend products online. Thus, digital marketing influences even offline sales.

The framework can be implemented by a single enterprise, a cluster of enterprises or a regional development institution. For small firms, the first version may be simple: a monthly market dashboard, improved packaging, a distributor checklist, a consistent social-media identity and a basic complaint-handling system. For larger firms, the framework can support CRM tools, category management, export marketing units, professional brand research and integrated e-commerce operations. The principle is the same in both cases: marketing becomes a measurable management process.

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7. Implementation roadmap and policy implications

Implementation should be staged. In the short term, within the first six months, enterprises should audit their current marketing practices. The audit should answer basic questions: which products generate the highest margin, which channels create the most complaints, which package sizes move fastest, what price gaps exist against competitors, which customer segments are underserved, and what digital assets are missing. The output of the audit should be a one-page marketing dashboard and a list of priority product and channel improvements.

In the medium term, over six to eighteen months, enterprises should redesign product portfolios and channel strategies. This means reducing weak SKUs, improving packaging for priority products, creating segment-specific offers, negotiating clearer distributor responsibilities and launching digital catalogues. During this stage, firms should also test promotional campaigns with measurable goals rather than broad slogans. For example, a dairy producer may test subscription delivery for families; a dried-fruit producer may test gift packaging for holidays; a bakery producer may test HoReCa supply contracts; a fruit-processing enterprise may test marketplace listings for urban consumers.

In the longer term, over eighteen to thirty-six months, the region should develop shared marketing infrastructure. This may include a regional food marketing center, export-readiness training, shared product photography and design services, collective participation in trade fairs, certification support, marketplace onboarding and a voluntary regional quality mark. Such infrastructure would be particularly valuable for small and medium-sized enterprises that cannot afford specialized marketing teams. It would also help connect marketing with investment projects, processing capacity and employment goals already defined in regional development planning [4], [5].

Policy support should focus on capability rather than subsidies alone. Training programs should teach practical skills: segmentation, packaging briefs, distributor management, digital content, customer service, export documentation and data analysis. Local universities and technical institutes can participate by creating student consulting teams for food enterprises. Banks and development institutions can support marketing upgrades by financing packaging equipment, cold storage, CRM tools and certification costs, but financing should be linked to business plans that include market demand and channel strategy.

Regional authorities can also help by improving coordination among producers, farmers, logistics providers, retailers and digital platforms. The national context shows that processing, packaging and refrigerator capacity are priority areas [6], [7]. If these investments are planned without marketing analysis, they may increase capacity but not competitiveness. If they are linked to customer segments, export requirements and brand positioning, they can create higher value. Therefore, marketing analysis should be included in feasibility studies for new food-processing and storage projects.

Finally, export promotion should be more selective. Not every enterprise is ready to export, and not every product should be exported. A staged export-readiness ladder can classify firms into four groups: local market improvers, national retail candidates, regional export candidates and advanced export-ready firms. Each group needs different support. Local market improvers need packaging and retail discipline. National retail candidates need stable supply and category management. Regional export candidates need documentation and buyer communication. Advanced firms need trade finance, foreign market research and international certification. This avoids wasting resources on generic export seminars that do not match firm readiness.

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8. Discussion

The findings suggest that the main marketing challenge in Andijan's food industry is not a lack of demand. The region has a large population, growing services, rising food output and national support for processing and packaging. The deeper challenge is the transition from a production logic to a market logic. Production logic asks, "How much can we produce?" Market logic asks, "For whom are we producing, why will they choose us, through which channel will they buy, and how will we learn from their response?" This shift changes managerial behavior across the enterprise.

The proposed framework also shows that marketing development in food production is inseparable from value-chain development. In some sectors, marketing can rely heavily on communication. In food production, communication without product reliability is risky. A package can attract trial, but only taste, freshness, safety and availability create repeat purchase. A digital campaign can generate orders, but only inventory accuracy and delivery performance create trust. Therefore, the marketing function must influence production planning, quality control and logistics.

Theoretically, the article extends market-orientation concepts to a specific regional-industrial setting. The elements identified by Kohli and Jaworski and by Narver and Slater remain valid, but their practical expression in Andijan's food industry is shaped by cold-chain limitations, packaging gaps, informal channel relationships and digital skills shortages [13], [14]. Customer experience theory also becomes highly operational: every defect in packaging, delivery, freshness or complaint response becomes a negative touchpoint [15]. Thus, food marketing development should be measured not only by advertising reach but also by operational indicators that customers actually experience.

Managerially, the article recommends that enterprise leaders build small but disciplined marketing systems. A firm does not need to become a large corporation before using market data. It can begin with weekly sales analysis, competitor shelf checks, customer complaint logs and simple online inquiry tracking. The important point is regularity. Repeated small measurements create organizational learning. Occasional large campaigns do not. For regional policymakers, the implication is that support programs should develop practical marketing competence alongside processing capacity.

9. Conclusion

Andijan Region's food production enterprises stand at an important point of development. Official statistics show strong growth in the value of food production and an increasing share of food products in regional industrial output. This growth creates opportunities for product diversification, employment, regional branding and export expansion. At the same time, it increases the urgency of professional marketing. Without stronger marketing systems, enterprises may remain dependent on price competition, informal channels and short-term sales relationships.

The article identified six core issues: fragmented market intelligence, weak segmentation, insufficient product differentiation and packaging, distribution and cold-chain constraints, limited e-commerce readiness, underdeveloped regional branding and shortages of digital marketing skills. To address these issues, the article proposed the Andijan Food Marketing Development Framework based on five pillars: market intelligence, product and packaging strategy, channel architecture, brand and trust, and digital growth. The framework is designed to be practical for enterprises while also useful for regional development institutions.

The main recommendation is to treat marketing as a measurable management system rather than a promotional expense. Food enterprises should build dashboards, redesign products around segments, professionalize distributor relationships, strengthen packaging and trust signals, and develop digital channels step by step. Regional support should focus on shared marketing infrastructure, export

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readiness, certification, packaging, cold-chain integration and digital skills. Future research should test the proposed framework through enterprise surveys, consumer studies and case studies of successful food brands from Andijan and other regions of Uzbekistan.

Declarations

Data availability. The study uses publicly available official statistics, government releases and international organization sources listed in the references. No confidential firm-level data were used.

Conflict of interest. The author declares no conflict of interest in relation to the preparation of this article.

Limitations. The study is based on secondary data and strategic diagnosis. Its conclusions should be refined through interviews with food producers, retailers, distributors and consumers in Andijan Region.

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