

**O‘ZBEKISTON RESPUBLIKASI**  
**OLIY VA O‘RTA MAXSUS TA‘LIM VAZIRLIGI**  
**NAMANGAN DAVLAT UNIVERSITETI**

**FAKULTETLARARO CHET TILLAR KAFEDRASI**

# **TEXTBOOK**

*INGLIZ TILIDAN*  
*MUTAXASSISLIKKA OID*  
*MATNLAR TO‘PLAMI*

*(iqtisodiyot yo‘nalishi talabalari uchun uslubiy qo‘llanma)*

*II va III kurs talabalari uchun*

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***Ushbu uslubiy qo'llanma Ingliz filologiya fakul'teti O'quv – metodik kengashining 2019 yil “\_\_” \_\_\_\_\_ -sonli majlisida nashrga tavsiya etilgan. Bayonnoma № 10***

***Ingliz tilidan matnlar to'plami  
(uslubiy qo'llanma)***

***Ushbu uslubiy qo'llanma iqtisodiyot yo'nalishlari bo'yicha ingliz tili o'rganuvchi talabalarga mo'ljallangan bo'lib, unda asosan tili o'rganilayotgan mamlakatning iqtisodiyotiga oid matnlar berilgan.***

***Metodik qo'llanma turli xil leksik mashqlar, testlar va aqlni charxlovchi mashqlardan iborat.***

***Mazkur uslubiy qo'llanma Namangan davlat universiteti Ingliz filologiyasi fakulteti kengashi majlisining \_\_\_\_\_201\_ yil \_\_\_\_ - sonli bayonnomasi bilan nashrga tavsiya etilgan.***

## **Lesson 1**

### **MARKETING – INTRODUCTION AND OVERVIEW**

#### **WHERE DO YOU START?**

The starting point is to gather accurate market knowledge. A successful business needs wants, habits and attitudes. For a small firm, this may be easy. The baker who bakes bread and cakes by night and serves customers by day will learn exactly how crusty and how airy the bread should be, how jammy the doughnuts and so on. Larger firms cannot reproduce this closeness between the decision makers and the customers. They require other approaches.

For the large firm, market knowledge consists of five main elements:

- knowing the size of the market (the value of purchases made by all the customers)
- knowing the competitors' market shares, their brand images and their strengths and weaknesses
- understanding your existing customers' habits, likes, dislikes and their image of your product compared with rivals; how loyal are they?
- understanding the image and attitudes buyers of rival products have towards yours; why are they not buying yours?
- knowing the key distribution methods and outlets.

Gaining this knowledge requires time, money and expertise. A great deal can be found through secondary and primary research. Facts and figures can be gathered easily, though perhaps expensively. Much harder is to gain a full understanding of the psychology of the consumer. For example, when

smokers of Benson & Hedges King Size are asked why they buy that brand, they usually suggest product quality and/or taste. In other words, they give an answer that sounds sensible. Yet in blind product tests (a taste test with the brand name removed), Benson & Hedges smokers cannot tell their brand from any other. Therefore the sensible answer is not the real one. Psychology – based research such as a group discussion is needed to reveal that image-base reasons are the key in this case.

Having acquired strong market knowledge, firms use it to analyse the marketplace. The main method is segmentation analysis. This means identifying the key characteristics within the market. This can reveal important sub-sectors within the market, such as super-premium lagers (extra strong lagers such as Carlsberg Special Brew). If sales within this sector are growing faster than the beer market as a whole, breweries will analyse the different needs of consumers within the sub-groups. This may lead to a new product aimed at a particular type of customer within the sector.

### LUG'AT

Attitude	Munosabat
Competitor	raqobatchi, raqib
Rival	raqobatchi, raqib
Blind	tekshirilmagan, faktga asoslanmagan,
Loyal	sodiq, sadoqatli
Gain	yutmoq, erishmoq, olmoq
Reveal	ochmoq, ko'rsatmoq, fosh etmoq
Crusty	singib pishgan
Jammy	mazali
Image-base reasons	ko'rinib turgan asosiy sabablar
Brewery	Pivo ishlab chiqaruvchi zavod

## **Mashq 1**

### **NUQTALAR O'RNIGA MOS SO'ZNI TANLABG.**

1. Facts and figures .... be gathered easily though perhaps expensively.
    - a) can
    - b) may
    - c) should
    - d) would
  2. For the large firm, market knowledge consists of ..... main elements.
    - a) 5
    - b) 7
    - c) 4
    - d) 3
  3. The starting point .... to gather market knowledge
    - a) was
    - b) is
    - c) are
    - d) were
  4. They ..... other approaches.
    - a) had required,
    - b) requires
    - c) require
    - d) has required
  5. Gaining this knowledge requires .....
- a) time, money, expertise
  - b) money, time, month
  - c) month, day, time
  - d) habits, attitudes, wants

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. You, do, start, where.
2. of, knowing, the, size, market, the.
3. the, key, methods, outlet, and, distribution, knowing.
4. a, small, this, be, easy, may, firm, for.
5. the , sensible, one, is not, therefore, answer, real.

## **Mashq 3**

### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Marketing bilimni aniq yig'ishning dastlabki nuqtasi hisoblanadi.
2. Muvaffaqiyatli biznes istemolchilarning nimaga muhtojligini, nima hohlashini, odatini tushunishni talab qiladi.
3. Katta firmalar uchun bozor bilimi 5 asosiy elementdan iborat.
4. Bu bilimni olish uchun vaqt, pul va tajriba talab qilinadi.
5. Kichkina firmalar uchun bu oson bo'lishi mumkin.

## **Mashq 4**

### **QUYIDAGI SAVOLLARGA JAVOB BERING .**

1. Explain the need for 'accurate market knowledge'
2. What does it require to gain market knowledge?
3. Why do firms use market knowledge to analyse?
4. What is a segmentation analysis?

## Lesson 2

### INTEGRATED MARKETING

Whenever a marketing decision is to be made, three questions must be asked:

- can we afford it?
- can we produce it?
- what knock-on effects may it have?

Large firms have marketing budgets. Unilever, for example, spends over £3.000 million (yes, £3 billion) every year on advertising and promotions worldwide. A typical national TV advertising campaign costs in excess of £1 million. So firms have to work out the cost of achieving the marketing objectives they set themselves, and then make sure they can afford that level of expenditure. Often the strategy marketing managers want to adopt costs more than their budget allows. In which case they might – on occasion – request a budget increase. More often, though, they will trim their plans back to stay within their resources. Trimming back may leave them in too weak a position to compete effectively. If Coca – Cola is spending £8 million on the same medium.

Every marketing decision affects the operations of the business. A major advertising campaign may boost short – term demand by 40%. Have the extra units been produced in advance and stockpiled or is the factory prepared to increase production as soon as the extra demand arrives? Even major companies such as Nestle have been caught out by a level of demand they could not meet, causing empty shelves, dissatisfied customers and furious shopkeepers.

Long before a marketing strategy is put into action, therefore, it must be discussed with operations management – those responsible for meeting customer demand.

Large companies are complex organization. Decisions made in one department or one country may have knock – on effects elsewhere. The decision by Carlsberg – Tetley in 1996 to market an alcoholic soft drink called “Thickhead” brought a storm of complaint. It was said to taste of sherbet lemons, and therefore be particularly appealing to young children. Carlsberg-Tetley, like every large company, has many important dealings with government. Attracting howls of consumer and pressure group protest might make future dealings difficult or might start a consumer boycott. The company withdrew the brand.

### LUG’AT

Promotion	ko'mak, yordam, ko'tarilish
In excess of	ortiq, ko'p plandan tashqari ishlab chiqarish
Expenditure	chiqim, sarf, harajatlar
Adopt	qabul qilmoq
Occasion	vaziyat, hodisa, imkoniyat
Trim	kamaytirmoq, kesmoq 2. bezamoq
Campaign	kampaniya
Afford	o'ziga ep ko'rmoq ,qurbi etmoq (moliyaviy)
Boost	(narh-navoni) ko'tarilishi, oshishi
Stockpile	zahira qilingan
Furious	badjahil
Put into action	etiborga olmoq
A storm of complaint	kuchli norozilik, shikoyat, arz
Howl	qichqirmoq, baqirmoq
Withdraw	qaytarib olmoq, chetlashtirmoq

## **Mashq 1**

### **NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.**

1. Whenever a marketing decision is to be made, three questions ... .
  - a) should asked
  - b) are asked
  - c) must be asked
  - d) must asked
  
2. Often the strategy marketing managers want .... costs more than their budget allows.
  - a) adopt
  - b) to adopt
  - c) to vise
  - d) vise
  
3. In which case they might -.....-request a budget allows.
  - a) in demand
  - b) on occasion
  - c) in occasion
  - d) at occasion
  
4. A major advertising campaign may .... short term demand by 40%.
  - a) had boosted
  - b) boosted
  - c) boosts
  - d) boost

5. Decisions .... in one department or one country may have knock – on effects elsewhere.

a) is made

b) made

c) are made

d) were made

## **Mashq 2**

### **SO'ZLARNI TO'G'RI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Firms, huge, budgets, have, large, marketing.
2. TV, costs, a, typical, campaign, of, \$1 million, advertising, in, national, excess.
3. affects, the, decision, operations, business ,every ,the ,of, marketing.
4. Large, organizations ,complex, are, companies.
5. The, company, withdrew, the, brand.

## **Mashq 3**

### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Katta firmalar, katta marketing byudjetiga ega.
2. Agar Coca – cola televideniyaga \$8 million sarflasa, pepsi huddi shu yo'nalishga \$3 million sarflashi mumkin.

3. Har bir marketing qarori biznesning boshqaruviga ta'sir qiladi.
4. Qarorlar bir bo'lim, yoki mamlakatda qabul qilinadi va ma'lum yo'nalishga yo'naltirgan bo'ladi.
5. Katta kompaniyalar bu turli xil bo'limlardan iborat tashkilotdir.

#### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. There are three questions must be asked in a marketing decision, what are they?
2. Can we afford it?
3. Can we produce it?
4. What are the knock – on effects?

#### **Lesson 3**

#### **TYPES OF MARKETING OBJECTIVE**

There are four main types of marketing objective:

Increasing product differentiation

Growth

Continuity

Innovation

#### **Increasing Product Differentiation**

Product differentiation is the extent to which consumers see your

product as different from the rest. It is the key to ensuring that customers buy you because they want you-not because you're the cheapest. It is a major influence on the value added and therefore profit margins achieved by the product

To increase product differentiation requires a fully integrated marketing programme. Objectives must be set which separate your product from its rivals. These include:

Distinctive design and display

Unusual distribution channels-avoiding supermarkets, perhaps

Advertising based on image building, not sales boosting, e.g television and cinema advertising rather than blockbuster sales promotions or competitions

An integrated marketing programme focused solely upon the relevant age group or type of person.

## GROWTH

Some firms see growth as their main purpose and their main blanket. They may reason that once they are Number1,no-one else will be able to catch them. So they set sales or market share targets which encourage staff to push hard for greater success.

This is understandable but may prove self-defeating. A school or college pushing hard for rapid growth in student numbers would risk damaging its reputation. Class sizes would rise, hastily recruited new staff may be ineffective, middle management would be overstretched and quality standards would be at risk.

Just these things-and worse-happened during the 1980s and 1990s boom in private pensions. Giant companies such as Prudential were later condemned for mis-selling, as sales staff persuaded millions of people to abandon good, safe pension schemes. The sales staff were earning huge

commissions on every sale, and the private pension companies were delighted by the sales growth. But in 1997 the new Labour government started naming and shaming the companies responsible for persuading people to buy an inferior pension. Years of building up the good name of a brand such as Prudential was being threatened. And the companies were forced to spend billions of pounds compensating those who had been sold an inappropriate pension.

Of course, the pursuit of growth does not have to lead to disaster. The rapid growth of Pret a Manger in recent years was in response to buoyant consumer demand. If Pret had not rushed to satisfy this demand for high quality sandwiches, other companies would have done so. Therefore the company's objective of rapid growth was very sensible. Too slow would have become too late.

#### Continuity for the long term

The companies which own major brands such as Levi's, Bacardi or Cadbury's know that true success comes from taking a very long-term view. Unilever even tells its brand managers that their key role is to hand over a stronger brand to their successor. In other words they must think ahead 10 years or so.

Doubtless Bacardi could boost sales and profits this year by running price promotions with the major supermarkets and off-licences. Or next year by launching Bacardi iced lollies or bubble gum. But where would the brand's reputation be in a few years' time?

Would it still be a classy drink to ask for at a bar?

Large firms think a great deal about their corporate image and the image of the brands they produce. They may try to stretch their brands a little, to attract new customers. Yet Cadbury's must always mean chocolate, not just snack products. Levi's must always mean jeans, not just clothes. Only in this

way can the brands continue to add value in the long term.

### Innovation

In certain, major sector of the economy, a key to long-term competitive success is innovation. In other words bringing new product or service ideas to the market-place. There are two main categories of business where innovation is likely to be crucial; fashion-related and technology-related.

## LUG'AT

Continuity	uzviylik, uzliksizlik
Margin	zapas, ehtiyot, daromad
Blockbuster	amlok sotib oluvchi (keyinchalik foyda evaziga sotib yuborish)
Inferior	quyi, tybi, past
Buoyant	jonli, kutarilayotgan
To condemn	ayblamoq, yaroqsiz deb topmoq
To integrate	qo'shilmoq, birlashmoq
Differentiation-	farqi
Display-	ko'rgazma, namoyish, maqtanish
Hastily-	shoshilinch, ildamlik bilan
Recruit-	yig'moq
Inappropriate-	tegishli bo'lmagan
Pursuit-	izlanish
Crucial	hal qiluvch
Fashion-related-	modaga asoslangan
Technology-related	tehnologiyaga asoslangan

## **Mashq 1**

### **NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.**

1. There.... four main types of marketing objective.

A) are B) is C) was D) were

2. It is a major influence .....the value added and therefore profit margins achieved.....the product.

A) on /in B) by/on C) on/at D) on/by

3. Some firms.....growth as their main purpose and their main security blanket.

A) saw B) see C) have seen D) seen

4. But in.....the new labour government started naming and shaming the companies responsible for persuading people to buy an inferior pension.

A) 2000 B) 1997 C) 1998 D) 1999

5. If Pret....to satisfy this demand for high quality sandwiches, other companies.....so.

A) had not rushed/would have done

B) would have done/had not rushed

C) had/would have

D) would have/ had rushed

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB**

### **GAP TUZING.**

1. Differentiation, increase, fully, a, programme, to, marketing,

integrated, requires, product.

2. this, but, may, understandable, is, self-defeating, prove.

3. was, such, of, name, years, building, of, up, the, good, the, brand, prudential, threatened, being, a.

4. disaster, to, lead, of, growth, not, to, have, pursuit, does.

5. have, would, late, too, slow, too, become.

### **Mashq 3**

## **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Marketing maqsadining 4ta asosiy turi bor.

2. Mahsulotning turli hilliligini oshirish uchun to'liq marketing programmasi talab qilinadi.

3. Ba'zi firmalar o'zining o'sishini o'zlarining asosiy maqsad va havfsizligida deb biladi.

4. Prudentialga o'hshash ulkan firmalar noto'gri savdo sotiq qilgani uchun aybdor deb topildi.

5. Pret a Mangerning yaqin yillarda tez o'sishiga iste'molchi talabining ko'tarilishi sabab bo'ldi.

### **Mashq 4**

## **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. How many main types are there in marketing objective?

2. What is increasing product differentiation?

3. What is the advantage of increasing product differentiation?

4. What do you know about Pret a Manger?

5. What was in response to the rapid growth of Pret a Manger?

## Lesson 4

### TURNING OBJECTIVES INTO TARGETS

The purpose of objectives is to set out exactly what the business wants to achieve. To ensure success, it is helpful to set more limited targets – staging posts en route to the destination. For example, a firm pursuing the objective of innovation may want at least 40% of sales to come from products launched within the past five years. If, at present, only 30 % of sales come from this source, a jump to 40 % will not be easy. The following targets may help, especially if – as in the table below – they are linked with the strategy for achieving them.

Targets such as these

- ensure that all the marketing staff know what to aim for
- provide a sound basis for cooperation with other departments (such as R&D and operations management)
- provide an early warning of when the strategy is failing to meet the objectives – should it be rethought? Or backed with more resources?
- help psychologically; just as an end – of-year exam can concentrate the mind of a student, so a target can motivate managers to give of their best.

These benefits hinge on a key issue: have the targets been communicated effectively to the staff? This is an obvious point, but vital nonetheless. If the entire marketing department is based in one large office, it would be astonishing if anyone was unaware of new objectives. But what if is a retail business and there are 400 branches around the country? Then a head office initiative can fall down at the local level, when a local manager thinks he or she knows best. Expertly considered **marketing targets** may fail unless they are communicated effectively to all the relevant staff.

## MARKETING OBJECTIVES AND THE SMALL FIRM

Do small firms set aside time to consider, set and write down objectives and targets? Very, very rarely. If you interviewed a dozen small – business proprietors, you might find none who found the time, and several, who would regard such time as wasted.

There are two issues here:

1. In a very small firm, with all business decisions taken by the proprietor, the marketing objectives may be clear in the mind of the boss, even though they are not written down. That may work satisfactorily. When the firm gets 15 or more staff, it may have to change.
2. The bosses of small firms often find themselves swamped by day-to-day detail. Customers expect to speak to them personally, staff check every decision and may wait around for their next “orders”. Only if they learn to delegate will they find the time to think carefully about future objectives and strategy.

There are some bright, young entrepreneurs, however, who apply a more thoughtful approach. Julian Richer identified a gap in the hi-fi market for high quality equipment sold by music enthusiasts at discount prices. This was intended to appeal to younger, more street-wise buyers. The target image was “fun”. In the summer, customers receive free iced lollies; at Christmas, mince pies. The public face of Richer Sounds was that “We have a laugh. We don’t take ourselves seriously, but we do take our customers seriously”. Behind the scenes, though, careful target setting for stores and sales staff helped Richer Sounds achieve a *Guinness Book of Records* entry for the highest sales per square foot of any store in the UK.

## LUG'AT

Staging post	tashkil qilgan vazifa
Route	maqsadga erishish yo'li marshrut, yol masofa
Destination	izlanmoq
To pursue	to'satdan ko'tarilish
Jump	bog'liq bo'lmoq
To hinge on	chakana
Retail	qaytadan ko'rib chiqmoq
Rethought	tashabbus, tashabbuskorlik
Initiative	orqaga ketmoq
Swamp	qiymali pirog
Mince pie	

### Mashq 1

#### NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.

1. If the entire marketing department is based in one large office, it .....  
astonishing.
  - a) would
  - b) will
  - c) shall
  - d) would be
2. Some benefits hinge ..... a key issue.
  - a) of
  - b) to
  - c) in
  - d) on

3. Expertly considered marketing targets may fail .... they are communicated effectively to all the relevant staff.

- a) until
- b) before
- c) unless
- d) with

4. All the marketing staff know what to .... for

- a) help
- b) aim
- c) strategy
- d) the best

5. The purpose of objectives is .... exactly what the business wants to achieve.

- a) to set
- b) to plan
- c) to se out
- d) to put out

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB**

#### **GAP TUZING.**

1. Exactly, the, objectives, to, set, purpose, is ,out, of ,business, the, wants, to, achieve, what.

2. They, may, considered, effectively, expertly, fail, targets, unless, are, marketing ,to, the, all, relevant, staff, communicated.

3. obvious, an, vital ,point, this, nonetheless, but, is.

4. Younger, was, to, this, more, appeal,intended, buyers, to, street – wise.

5. Seriously, ourselves, do, we, but, take, we, seriously, don't, our, take, customers.

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Agar butun marketing boshqarmasi bitta ofisga asoslansa, bu hayratlanarli bo'lardi.
2. Marketing vazifalari boshliqning fikriga to'g'ri kelishi mumkin.
3. Kichik firmalarning xo'jayinlari o'zlarining kundan – kunga muvaffaqiyatsizlikka uchrashini biladi.
4. Biz o'zimizga jiddiy e'tibor bermaymiz, lekin haridorlarimizga jiddiy e'tibor beramiz.
5. Kelajakdagi maqsad va strategiyalar haqida obdon o'ylashga vaqt kerak bo'ladi.

### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. What is the purpose of objectives?
2. What is it helpful to set more limited targets?
3. What is target and its elements?
4. What should marketing targets be?
5. Do small firms set aside time to consider, set and write down objectives and targets?

## Lesson 5

### MARKET SHARE

Market share is the proportion of the total market held by one company or product. It can be measure by volume, but is more often looked at by value. Among major companies in mature markets such as soft drinks or confectionery, market share is usually the focus of a great deal of attention. Famously, Coca-cola's biggest marketing mistake was in response to a decline in its US market share from just 22.5% to 21.8% during the 1980s. Deciding that the taste of the product was less popular than Pepsi's, Coca-Cola changed its product formula and relaunched as New Improved Coca-Cola. The America population, brought up on the original Coke rejected the new product, forcing the company to reintroduce the old formula. The embarrassment was huge, as Pepsi gloated publicly about the better taste of Pepsi. All because of a slip of 0.7% in market share.

Market share is taken by most firms as the key test of their marketing strategy. Total sales are affected by factors such as economic growth, but market share only measures a firm's ability to win or lose against its competitors. As shown in the table below, rising market share can also lead to the producer's ideal of market leadership or market dominance. Kit-Kat has market leadership among confectionery brands. Walkers has market dominance among crisps and snacks. Nestle's position with Nescafe Gold Blend.

There are many advantages to a business in having the top- selling brand (the **brand leader**). Obviously, sales are higher than anyone else's, but also:

- The brand leader will get the highest distribution level, often without needing to make much effort to achieve it. Even a tiny corner shop will stock Heinz. Success breeds success.

- Brand leaders will be able to offer lower discount terms to retailers than the Number 2 or Number 3 brands in a market. This means higher revenues and profit margins per unit sold. For example Nescafe may offer only an 8% margin need to offer 14%.

- The strength of a brand leading name such as Walls Magnum makes it much easier to obtain distribution and consumer trial for new products based on that brand name.

## **FIGHTING FOR MARKET SHARE**

Large firms operating in consumer markets focus a great deal on market share. Usually, every brand is looked after by a brand manager. He or she will have agreed targets for market share that must be met or beaten by the year – end.

At the start of the year, the brand manager will divide up his or her budget between above-the-line activity (media advertising), below-the-line promotions and market research. He or she will probably be trying to strike a balance between this year's market share targets and the needs of future years. Media advertising boosts short-term sales but also strengthens brand awareness and image for years to come below-the-line activity merely strengthens short-term demand. A balanced approach might consist of two bursts of TV advertising during the year supported by trade promotions (to boost distribution), consumer price promotions, a consumer competition and an on-pack special offer. During the year, the market research budget will be used to check that the TV commercials achieve their objectives and to monitor customer attitudes to the brand (and its competitors).

If the marketing plan proves unsuccessful, with market share sliding by the mid-year, a rethink may be needed. The autumn advertising budget may

be cut back to provide more money for a big consumer promotion. Or on-pack special offer pricing may be needed to boost sales and market share. The risk with these actions is that rival firms may feel forced to respond, causing a flurry of promotional activity which cancels itself out.

## LUGAT

Embarrassment	xijolat bo'lish, noqulaylik sezish, uyalish
Burst	portlamoq, uzmoq (aloqa)
Cancel	bekor qilmoq
Obtain	erishmoq
To focus	yig'ilgan, bir nuqtada joylashgan
Dominance-	hukmronlik qilmoq
Breed-	olib kelmoq, chaqirmoq ko'paytirmoq
Flurry-	hayajonli
Slide	siljish

### Mashq 1

#### NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.

1. Market share is the proportion ..... the total market held by one company or product.

- a) at
- b) on
- c) of
- d) in

2. Nestle's position with Nescafe is ..... still, as ..... competitor' is Nescafe

Gold Brand.

- a) the nearest \ the nearest
- b) the stronger \ the nearer
- c) stronger \ nearer
- d) stronger \ the nearer

3. All because of ..... slip of 0, 7% market share.

- a) a
- b) anc) in
- d) on

4. Who is a leadership among confectionery brands?

- a) Heinz soup
- b) Kit – Kat
- c) Wall’s Magnum
- d) Walkers crisps

5. The embarrassment .... huge, as Pepsi gloated publicly about the better taste of Pepsi.

- a) was
- b) is
- c) were
- d) are

## **Mashq 2**

### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. What can you tell us about market share?
2. What was Coca-Cola’s biggest marketing mistake?
3. What do you know about confectionery brands?
4. Discuss the advantages of a business?
5. When the brand manager will divide up his or her budget?

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Kit – kat konditer maxsulotlari orasida bozorda yetakchi o’rinda turadi.
2. Biznes yuritishda bir qancha afzalliklar mavjuddir.
3. Aniqrog’i, savdo boshqa narsaga qaraganda yuqoriroq o’rinda turadi.
4. Misol uchun Nescafe vositachiga faqatgina 8% taklif qilganda Maxwell House 14% taklif qiladi.
5. Yilning boshida menejer o’zining byudjetini taqsimlab oladi.

### **Mashq 4**

#### **SO’ZLARNI TO’G’RI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Measured, can, volume, by, often, value, at, it, is, but, looked, by, more.
2. Strategy, is, takers, the, as, test, key, their, of, marketing, firms, by, most, share, market
3. Heinz, will, stock, Ellen, tiny, a, shop, corner
4. Dominance, has, market, crisps, Walkers, snacks, and, among.
5. top-selling, are, advantages, are, having, to, brand, there, many, a , business, the, in.

## Lesson 6

### MARKET MAPPING

Having analysed consumer attitudes and consumer profiles, it is possible to create a market map. This is done by selecting the key variables that differentiate the brands within a market. Then plotting the position of each one. Usually this is done on a two-dimensional diagram as below. Here, the image of shoe shops has been plotted against the key criteria of price (aspirational - commodity). For example, bally shoes are expensive and are bought to impress others. Church's are expensive but bought because their buyers believe they are 'a top quality product.

Market mapping enables a firm to identify any gaps or niches in the market that are unfilled. It also helps monitor existing brands. Is the firm's image becoming too young and trendy? If so, booming sales in the short term might be followed by longer term disappointment. By monitoring the position of their brands on the market map, firms can see more easily when a repositioning exercise is required. This may involve a relaunch with a slightly different product, a new pack design and a new advertising campaign.

### INDUSTRIAL VERSUS CONSUMER MARKETS

Analysing **industrial markets** requires slightly different approach. When selling to other firms, image is less of an issue. Traditionally, all that mattered was the right product at the right price at the right time. Today this will not always do. Firms are looking for more from their suppliers. They want complete solutions to problems or requirements. This may require the design of a brand new, tailor-made product. Or organizing a series of

suppliers to work together to supply a complete unit of production. For instance, a car manufacturer might want matching car seats, carpets and interior trim to be delivered to right part of a production line at precise times.

To find out exactly what is needed, direct contact with potential and existing customers is essential. Fortunately it is also possible, as industrial markets are unlikely to have more than a hundred or so customers. Each may have slightly different requirements, so flexibility will be a key requirement. Visits to **trade exhibitions** should generate some contacts. Sales representatives should then follow these up by visiting the customer to discuss requirements.

Market analysis is therefore largely based on information gained from individual customers, rather than from general sources such as secondary research. The industrial supplier that waits for the phone to ring is likely to lose out in the short term. It will also fail to gather the market knowledge needed to keep improving the products in line with changing customer demand.

### LUG'AT

Variable	o'zgaruvchan
Plot	o'rganish
Dimension	o'lchamlar,kattalik,hajm
Exist	mavjud bo'lmoq,yashamoq
Trendy	zamonaviy
Precise-	aniq, aynan
Flexibility-	egiluvchan
Interior-	ichki
Slightly-	ahamiyatsiz

## **Mashq 1**

### **NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.**

1. Having analysed consumer attitudes and consumer profiles, it is possible to ..... a market map.

- a) create
- b) read
- c) help
- d) check

2. This is ..... by selecting the key variables that differentiate the brands within a market.

- a) done
- b) do
- c) did
- d) does

3. Here, the image of shops ..... plotted against the key criteria of price and purpose.

- a) has been
- b) have been
- c) be
- d) are

4. Bally shoes ..... expensive and ..... bought to impress others.

- a) is, is
- b) is, are
- c) are, are
- d) is, were

5. Church's are expensive but bought because their buyers .... they are top quality product.

- a) doubt
- b) believe
- c) happy
- d) unhappy

### **Mashq 2**

**SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. also, helps, it ,monitor, brand, existing.
2. plotting, of ,position ,one, each, then ,the.
3. firm's, becoming ,image, is, young ,and ,trendy, the ,and?
4. usually ,done ,on, a, two ,- dimensional, as, diagram , is, bellow, this.
5. might, so, sales, short, booming, be, in, the, followed, if ,by, longer, term, disappointment, term.

### **Mashq 3**

**QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Iste'molchi munosabatlarini va iste'molchi yondashuvlarini o'rganib, bozor haritasini yaratish mumkin.
2. Bu bozor ichidagi asosiy xar – hil mahsulot turlarini tanlab olish orqali bajariladi.
3. So'ng har birini mavqeiga qarab o'rnatiladi.
4. Odatda bu quyidagi ikki o'lchamli diagramma orqali bajariladi.
5. Bu mavjud mahsulot turlarini kuzatishga ham yordam beradi.

## **Mashq 4**

### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. What is market mapping?
2. How do we create a market map?
3. What may involve a prelaunch with a slightly different product?
4. How does market mapping help to a firm?
5. Discuss the importance of market mapping in the process of analysing a market?

## **Lesson 7**

### **Market Research**

Where do you start? What do you need to know first? And how do you find it out?

The starting point is to discover the marketing fundamentals: market size, market potential and market shares.

Market size means the value of the sales made annually by all the firms within a market. For example, in 2001 the UK yoghurt market was worth £ 710 million. Market potential can be measured by the annual rate of 6% per year, by value. This implies that, by the year 2005, the potential market size will be nearly £ 900 million.

When looking at a completely new market, these statistics will not be available. So research may be needed into other indicators. For example, the producer of an innovative new fishing rod would find out the number of

people who go fishing regularly.

Market shares are also of crucial importance when investigating a market, as they indicate the relative strength of the firms within the market. In 2001, 28% of the yoghurt market was held by Miller, making it the leading brand by far. A benefit it received for its strong market share was a distribution level of almost 100% - nearly every grocery store stocked Miller. If one firm dominates, it may be very difficult to break the market.

So how can firms find out this type of information? The starting point is secondary research: unearthing data which already exists.

## SECONDARY RESEARCH

**Trade press:** All the above data about the yoghurt market came from an article in *The Grocer* magazine. Every major market is served by one or more magazines written for people who work within that trade. A subscription to *Caterer and Hotelkeeper* or to *The Grocer* soon provides a wealth of statistical and other information. The name and contact details of relevant magazines can be found in BRAD (British Rate And Data) – available at many public libraries.

**Trade associations:** These associations represent the interests of member companies within a market. For example, the Society of Motor Manufacturers and Traders collects production and sales statistics for the UK car market. It also speaks on behalf of the whole industry, perhaps when the Government is considering car tax increases. Trade associations represent a huge potential source of useful information on market size and trends. Most public libraries have their details listed in a directory called *Trade Associations and Professional Bodies of the United Kingdom* (published by Gale Research, 13 th ed, 1997).

**Market intelligence reports:** These include data on market size by volume and value, market shares, sales trends, sales forecasts, market segmentation, details of advertising spending and distribution channels. They are hugely useful, but also hugely expensive.

Fortunately, larger – business oriented – libraries often hold the reports produced by the big three: Keynotes, Mintel and Retail Business (EIU).

Other important sources of secondary data include:

- Government publication produced by the Office of National Statistics, such as the *Annual Abstract of Statistics*, *social Trends* and *Economic Trends*. These provide data on population trends and forecasts (e.g. for a cosmetics producer to find how many 16-20-year-old women there will be in the year 2008); and on the amount consumers spend on different categories of product.

- Newspaper articles and special reports; for example, the *Financial Times* produces an eight – page report on information technology every three months. It gives the latest trends and ideas.

Once a firm has the necessary data on the market as a whole, a strategy can be developed for penetrating it. For example, if secondary data revealed for penetrating it. For example, if secondary data revealed that the average age of Bacardi drinkers was rising year on year, a rival company might decide an opportunity exists for a new white rum.

Having obtained background data, further research is likely to be tailored specifically to the company's needs, such as carrying out a survey among 18-25-year-old drinkers of spirits. This type of first- hand research gathers primary data.

## LUG'AT

To dominate	hukmronlik qilmoq, ustunlik qilmoq, ko'p bo'lmoq
Behalf of	nomidan
Consider	yo'nalish, g'oya, fikr
Trend	
To forecast	oldindan aytib bermoq
To penetrate	ichiga kirmoq, o'tmoq, bostirib kirmoq
A relevant	1. aloqador, ishga oid. 2. muhim va foydali
A subscription	1. qo'l qo'yish 2. obuna bo'lmoq
Unearthing	Izlab topmoq, qidirmoq

### Mashq 1

#### NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.

1. Which of these are marketing fundamentals?

- a) Marketing size
- b) Marketing potential
- c) Market shares
- d) All of these

2. How can we measure market potential?

- a) Rate of decrease
- b) Rate of increase
- c) Rate of sur plus

d) Rate of abundance

3. in 2001, 28 % of the yoghurt market ..... by Miller.

a) hold

b) held

c) was held

d) had held

4. Which of these represent a huge potential source of useful information on market size and trends?

a) Trade press

b) Trade associations

c) Market intelligence reports

d) All of these

5. Government publication produced ..... the office of National statistics..

a) at

b) in

c) by

d) of

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Do, need, know, what, you, to, first.

2. Looking, completely, market, new, at, a, when, available, will, statistics,

not, be, these.

3. Are, market, of, also, shares, importance, crucial.

4. Increases, is, considering, tax, car, government.

5. The, gives, trends, it, latest, ideas, and.

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Bozor potentsiali yillik o'sish darajasi bilan o'lchanadi.

2. Agar bitta firma bozorda hukmronlik qilayotgan bo'lsa, uni sindirish qiyin bo'ladi.

3. Savdo uyushmalari bozor hajmi va yo'nalishlari haqida foydali ma'lumot beruvchi katta potentsialli manba hisoblanadi.

4. Ma'lumotlar juda ham foydali va shu bilan birga juda ham qimmat.

5. Gazetalar, bu maqolalardir va bular maxsus hisobotlardir.

### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. What is the starting point to discover the marketing?

2. What does the market size mean?

3. How can firms find out information?

4. Can you spell the word "BRAD"?

5. What is Market intelligence reports.

## Lesson 8

### MARKETING STRATEGY

Strategy is the plan of the medium-to long-term actions required to achieve the company goals or targets. Marketing strategy is the marketing contribution. The term strategy implies that the plan has been carefully thought out. Successfully marketing requires careful planning. This requires an understanding of the nature, possibilities and potential of the business and the environment in which it is operating. Marketing strategy is finding a fit between the company objectives, customer requirements and the activities of competitors.

The aim of this planning is to shape the company's activities and products to generate the best returns for the business. It ensures that marketing activity makes the best possible contribution to the business. Marketing strategy is about *adding value*. It takes advantage of any unique selling points. It helps the business to identify the right mix of design, function, image or service.

The term "strategy" implies looking to the future. It is important not to look at what is working well now but at what future prospects are. The Ford Motor Company recognized that rising petrol prices meant large cars. If it had continued to invest in the most profitable part of the business it would have continued to expand production of large cars.

Strategy is concerned with what is possible not just desirable. It must take into account market potential and company resources. The company needs to recognize its own limitations and potential. It also needs to consider economic and social circumstances. Many UK firms held back from developing new export markets when the pound was strong between 1997

and 2002. In America, the popularity of products such as Bacardi Breezer and Smirnoff Ice is leading to calls for advertising bans, as they are said to encourage underage drinking.

Each company will have a different marketing strategy. This will reflect its individual circumstances. Different companies within the same industry, may be pursuing different goals. They will develop different strategies. Within the same industry, one company may be aiming increase market share whilst another looks for cost reduction in order to compete on price. The tyre industry is a good example of this. The market leaders were faced with increasing competition from developing countries. They had to develop new marketing strategies. Their responses differed. Goodyear reduced costs. Michelin put its effort into innovation and widened its product range. Pirelli decided to concentrate on this market of luxury and speed.

Marketing strategy is the marketing plan of action which:

- Contributes to the achievement of company objectives
- Finds the best fit between company objectives available resources and market possibilities
- Looks to the future
- Is carefully thought out
- Is realistic

## LUG'AT

To Ensure	Ta'minlamoq, kafolat bermoq
Unique	yakka, tanxo, g'ayritabiy
To Invest	capital kiritmoq, pul sarflamoq
To hold back	oldingi mavqeiga qaytmoq, rivojlanishni orqaga surmoq

To Compete	raqobatlashmoq, musobaqalashmoq
Adding value	qo'shligan qiymat
To imply	nazarda tutmoq, ishora qilmoq
Desirable	istalgan, maqul, 2.sevimli
Underage	yosh ichuvchilar (ichimlik)
Circumstances	vaziyat, ahvol, sharoit
Whilst	mobaynida, davomida 2. bir vaqtda
Response	javob
Effort	harakat 2. zo'r berish, yutuq, etibor bermoq

### **Mashq 1**

#### **NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.**

1. The term strategy implies that the plan ..... carefully thought out.
  - a) had been
  - b) were done
  - c) had
  - d) has been
2. It takes advantage ..... any unique selling points
  - a) over
  - b) of
  - c) in
  - d) at
3. .... UK firms held backs from developing new export markets.
  - a) many
  - b) much
  - c) little

d) a little

4. If it ..... to invest in the most profitable port of the business it ... to expand production of large cars.

- a) was continue\ would continue
- b) were continue\ should continue
- c) had continued\ would have continued
- d) would have continued\had continued

5. They .... developed new marketing strategies.

- a) had to
- b) need
- c) were to
- d) has to

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Is, marketing , the , contribution , marketing , strategy.
2. In , production, the, it , started, of , small , cars, to, invest.
3. Needs, to, the, company, it, is, limitation, own, potential, and ,recognize.
4. Be, may, within, companies, different, same, the, pursuing, industry.
5. Marked, luxury, and, on, Pirelli, concentrate, the, decided, to, for, speed.

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Marketing strategiyasi marketingning bir qismidir.
2. Strategiya bu diqqat bilan o'ylab chiqilgan rejadir.
3. U kichkina mashina ishlab chiqarishga mablag' ajratdi.
4. Strategiyada kompaniyaning resurs va potensialini hisobga olish kerak.
5. Ular yangi marketing strategiyasini rivojlantirish kerak.

### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

- 1) What is strategy?
- 2) Why do we need strategy?
- 3) What is about the future strategy?
- 4) Why must strategy be achievable?
- 5) Why each company does need a different marketing strategy?

## Lesson 9

### DEVELOPING A MARKETING STRATEGY

The strategic planning process is at the heart of marketing. It involves laying down clear plans for marketing activities. If the strategy is to work it requires an excellent knowledge of the business, its markets and its customers.

To develop a marketing strategy it is necessary to:

1. define overall company objectives
2. analyse the existing business
3. understand the market
4. analyse available resources.

Company objectives identify priorities for the organization. They take account of the external climate and the state of the business. Marketing strategy should contribute to the achievement of these objectives. The marketing element will not be independent. To be effective it needs to work with the other business functions.

Doubling market share may require an increase in production. This involves operations, finance and personnel.

If the strategy is to work there must be a clear understanding of the existing business and the market in which it is operating. The two are interlinked. Sales may be increasing. This may be due to better products. It could be poor performance by a competitor. The analysis will include the whole business but concentrate on marketing. There are several tools that can be used. These include:

1 **Statistical analysis:** A good starting point is to look at past performance. Figures need to be gathered for sales, market share and contribution, ideally broken down by product. The trends can be analysed. This analysis should help to explain the patterns. This will be useful for estimating future sales.

2 **Market research:** The statistical analysis should be supported by market research. An understanding of customer buying behaviour will help explain sales patterns. It will indicate future buying patterns. Market research will also provide information about the state of the total market and the behaviour of competitors

3 **SWOT analysis:** This is a tool used to audit the internal and external business environments. SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

### **Internal review**

The internal audit looks at what the business is doing well (strengths) and what it could do better (weaknesses). The emphasis is on marketing but other aspects are important. A company with inefficient production processes will have high costs. It will find it difficult to compete on price. Each business will have its own problems and areas of excellence. Key areas include:

- Company reputation – what is the reputation of the business? Marks and Spencer has a reputation for quality. Microsoft has a reputation for innovation. But Skoda? Or Iceland? What reputations have they?
- Market representation – is the business strong or weak in any particular

market or market segment?

- Brands – does the company have any strong brands?
- New products – does the business have any new products ready for the

market?

- Distribution – are the products widely available in the market?

### **External review**

The external review looks at the business environment.

The opportunities and threats audit will look at issues such as:

- **State of the economy** – is the economy growing or in recession? Are any sectors of the economy performing differently? A period of recession may be a threat to a company supplying luxury goods but an opportunity for a manufacturer supplying own label goods to supermarkets.

- **Market** – are there any gaps in the market? Are new markets available? What are competitors doing? An aggressive marketing campaign by a competitor will be an opportunity.

- **Technology** – how may technological changes affect the business? Are products keeping pace with change? Is technology opening up new markets? Video conferencing is a opportunity for telecommunications firms. It could be seen as a threat to the business travel industry.

- **Demography** – how will changes in population structure affect the market and the business? The growth in the number of old people has provided opportunities for businesses providing goods and services required by the elderly. The falling number of young people coming into the job market may be a threat to industries that rely on young people for their workforce.

## LUG'AT

To involve	o'z ichiga olmoq 2. jalb etmoq.
Priority	kattalik, birinchlik, muhim narsa, mulk
External	tashqi, tashqaridan kelgan
To contribute	xayr bermoq, hissa qo'shmoq, hamkorlik qilmoq
Interlink	chambarchas bog'lamoq
Ideally	g'oyatda, juda
Brand	tamg'a, belgi
Distribution	tarqatish, taqsimlash
Threat	tahdid, xavf
Inefficient	kam unum
Excellence	ustunlik
Breake down	buzilmoq, barbod bo'lmoq
Gap	uzilish, farq, tafovut

### Mashq 1

#### NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.

1. If the strategy ..... to work it requires an excellent knowledge of the business, its markets and its customers.

- a) will
- b) shall
- c) is
- d) was

2. A good starting point is to look .... past performance.

- a) in
- b) for
- c) at
- d) to

3. The trends ..... analyzed.

- a) can be
- b) may be
- c) is to
- d) could be

4. It will find it difficult ..... compete on price.

- a) being
- b) to
- c) –
- d) be done

5. *Microsoft* has ..... reputation for innovation But Skoda.

- a) a
- b) an
- c) –
- d) the

## Mashq 2

### SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.

1. And, they, the, take, *external*, the, of, climate, state, of, *account*, the ,business.
2. to, due, this, may, better, be, products.
3. Marketing, other, on, the, important, are, emphasis, but, as, pets, is.
4. Old, people, the, number, for, opportunities, providing, by, services, elderly, of, in, provided, goods, and, growth ,business, the,old, has, required.
5. Doing, are ,competitors, what.

## Mashq 3

### QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.

1. Strategik rejalashtirish **marketingning** asosiy qismidir.
2. Statistika analiz bozorni qidirishga asoslanadi.
3. Tekshiruv biznesni qamrab oladi, ammo marketingga asoslangan holda.
4. Yangi mahsulotlar – bozor uchun tayyorlangan yangi mahsulot biznesidir.
5. Har bir biznes o'zining muammolariga ega bo'lishi kerak.

## Mashq 4

### QUYIDAGI SAVOLLARGA JAVOB BERING.

1. What must you do to develop the marketing strategy?
2. What is statistical analysis?
3. What is a SWOT analysis.
4. What is the reputation of the business
5. What kind of issues the opportunities and threats audit will look at?

## Lesson 10

### WHAT IS MARKETING BUDGET?

In everyday language a budget is the amount available for spending. In business a budget is a target. It is not only an expenditure target but also a target for achievement. The marketing budget is the quantified plan for the marketing department. It shows the marketing objectives in numerical terms such as market share or distribution targets. It is usually produced as an annual budget, but for the purpose of control will often be broken down into monthly figures.

For example, the marketing objective may be to increase sales by 10%. The budget will give monthly sales targets which will deliver that annual figure. Alongside the sales figures, targets for expenditure be given. So if the additional sales are to be generated by a new advertising campaign, the budget will include expenditure targets for that advertising.

### SETTING BUDGETS

The way in which budgets are determined will vary from business to business. The budget should result from the planning process. First, the marketing strategy should be set. This will follow from the corporate objectives. Then the business can decide on the budget needed to carry out the strategy. If it is too expensive, a cheaper approach may be needed. Or it may be necessary to rethink the objectives. Nestle *could* set the objective of Yorkier outselling Cadbury's Dairy Milk. But it would be prohibitively expensive to actually achieve it.

Having decided on the overall strategy and budget, sales targets and spending budgets can be allocated to each cost centre. This process is helped by analyzing carefully the firm's product portfolio. The Boston Matrix can be used identify which brands are worth heavy investment. And which ones

should be milked by allocating a minimal marketing budget.

## METHODS OF SETTING BUDGETS

There are several different ways that budgets are set:

- **Incremental budgeting** – also known as ‘last year plus a bit’. This is the most common method. The advantage is that it is easy to understand. Everyone involved is aware of what happened last year. The problem is that it is inflexible. It does not allow for unexpected events. This may mean that market opportunities can be missed. It may also result in departments unnecessarily spending to ensure that they use up their allocated expenditure. Managers may fear that if budgeted expenditure is not used, a lower budget will be allocated next time.

- **Sales – related budgeting** – using this method, expenditure is allocated in proportion to sales. This means that if sales increase expenditure by the same or a related percentage. This is often used to determine promotional expenditure. The most common way is to allocate spending using a percentage of the level of sales.

- **Task – based costing** is a method used by some business. This involves deciding on the marketing activities required to achieve the marketing objectives. These activities are costed out and the amount agreed becomes the budget.

- **Competitor parity budgeting** – expenditure is allocated in line with competitors’ spending. The arguments for using this method are that it avoids competitive wars and uses the knowledge that other firms have of the market. This is difficult to justify. First, it is difficult to know exactly what and how competitors are spending. Second, it is inefficient. Competitor spending may not be efficient and be totally inappropriate for the business’s particular

needs. There is also little evidence that it avoids competitive wars.

- For many smaller businesses the only feasible way of allocating expenditure to marketing may be by asking the question, ‘**What can we afford?**’.

## LUG’AT

To determine	Aniqlamoq
To prohibit	taqiqlamoq, cheklamoq
Portfolio	hujjatlar paketi
Aware	biladigan, habardor, ogoh
Inflexible	bukilmas, egilmaydi
Parity	tenglik
Feasible	amalga oshirish mumkin bo’lgan
Outsell	<b>qimmat sotmoq</b>
Involve	aralashib qolmoq, taxmin qilmoq
Justify	oqlamoq, tushintirmoq

### Mashq 1

#### NUQTALAR O’RNIGA MOS SO’ZNI TANLANG.

1. In everyday language a budget is the amount available ..... spending.
  - a) at
  - b) of
  - c) for
  - d) in
2. The marketing objective .... to increase sales by 10%.
  - a) may be

- b) must be
- c) had to
- d) need

3. This is .... common method.

- a) most
- b) the most
- c) more
- d) much

4. This is often used .... promotional expenditure.

- a) determine
- b) to determine
- c) determines
- d) had determined

5. Task based casting is a method used ..... some businesses.

- a) to
- b) by
- c) on
- d) from

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Objective, may, be, increase, to, by 10%, sales, the, marketing.
2. Budget, result, should, the, the, from, process, planning.
3. Set, several, different, budgets, are, ways, that, there, are.

4. is, most, method, common, this, the.
5. is, used, often, this, to, promotional, expenditure, determine.

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Marketing maqsadi savdoni 10 % gacha oshirishi mumkin.
2. Byudjetni tashkil etishda bir qancha xar hil yo'llar mavjud.
3. Byudjet – savdo harajatlariga proporsional taqsimlanadi
4. Byudjet planlashtirish jarayoni natijasida kelib chiqishi mumkin.
5. Ko'pgina kichkina firmalar uchun yagona amalga oshirish mumkin bo'lgan yo'l – bu xarajatlarni to'g'ri joylashtirishdir.

### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. Discuss the advantages and disadvantages of a formalized budget for marketing?
2. Discuss two alternative approaches and explain why the firm might use these methods?
3. What is incremental budgeting ?
4. What is sales- related budgeting .

## **Lesson 11**

### **How are budgets used?**

Budgets set estimated levels of sales and expenditure. The actual levels can be recorded and the difference observed. The difference is known as variance. It may be a positive variance or a negative variance. If sales are higher this will be a positive variance. If expenditure is higher this will be a negative variance. If variances occur they can be analysed. This is important. The business needs to know why variances have happened. This is just as important for positive variances as it is for negative variances. Positive variances will show that something is going well or doing better than expected. Negative variances mean that targets are not being achieved and may be a warning sign. A higher than expected level of sales may mean a shift in buying patterns the business needs to understand why, so that it can react. Budgets may need to be adjusted to take account of the reasons for the variances. The review and setting of budgets is a continuous cycle.

### **MEASURING PERFORMANCE AGAINST BUDGET**

If performance is to be measured effectively then it is important that there is a range of indices that can be used. The management accounting system will produce some figures such as sales and costs. It may need to be developed to produce other information to measure marketing effectiveness. Competitive information will be important. Car manufacturers look at market share figures based on new car registrations as a key measure of performance. If Ford's market share figures are slipping behind the targets, the company will step up its marketing effort to regain its intended levels.

## **MARKETING AUDIT**

It is essential that businesses review the effectiveness of their marketing activity. The marketing audit is a periodic check. Many companies use this in addition to the normal budgeting activity. It is additional to the normal budgetary checks. It enables the business to ensure that it is responding to changes in the market environment. It takes a wider view of marketing activity.

## **MARKETING BUDGETS**

Not everyone agrees that the use of budgeting is a good idea. There are arguments both for and against its use.

Arguments for the use of budgets:

- They set targets which give staff guidelines for action.
- Targets motivate staff as they try to achieve them.
- Having budgets enables measurement.
- The process of setting budgets means that thought has gone into plans.
- Control expenditure.
- Monitoring of performance against targets means that changes can be seen.

- **ARGUMENTS AGAINST THE USE OF BUDGETS**

- Budgets can be inflexible.
- Opportunities may be missed as managers apply budget limits strictly.
- Some budget holders may feel that they must use all available spending. This is particularly true if the budget for the next year is set on the basis of today's level. Managers may be concerned that if they under spend they will not be able to argue for a higher spending level next year. This may lead to unnecessary or inefficient expenditure.

- The process of preparing budgets is time consuming.
- Managers may see financial allocations as a reflection of their own status rather than basing expenditure on market needs.
- Nevertheless, most businesses find that using some sort of budgetary system is an essential part of management. It enables planning to be focused and it is a very useful control tool. To work effectively it needs to be flexible enough to take advantages of any market opportunities and to respond to any threats. As with many management tools, budgeting works well if the people using the system understand that it is an aid to planning and control rather than a rigid system.

### LUG'AT

Variance	o'zgarish (kutilgan va joriy raqamlar o'rtasidagi)
Warning	ogohlantirish
Shift	o'zgarish, siljish
Adjust	boshqarmoq, tartibga solmoq
Guideline	ko'rsatma, dastur
Observe	kuzatmoq
Estimate	baxolamoq
Indices	indeks, ko'rsatkich
Slip	siljish
Concern	havotirlanmoq
Rigid	qattiq

## **Mashq 1**

### **NUQTALAR O'RNIGA MOS SO'ZNI TANLANG.**

1. It ..... be a positive or a negative variance.  
A) may B) must C) have to D) could
2. The business needs.....why variances have happened.  
A)to find out B)to know C)to recognize D)to see
3. They set targets which give staff guidelines.....action.  
A) for B) to C) on D) from
- 4.....budgets enables measurement.  
A) have B) having C) had D) be having
4. Many companies use this.....addition.....the normal budgeting activity.  
A) on /to B) in /to C) on/on D) in/in
5. Competitive information.....important.  
A) will be B) would be C) must be D) could be

## **Mashq 2**

### **SO'ZLARNI TO'GRI TARTIBDA JOYLASHTIRIB GAP TUZING.**

1. Expenditure, and, of, sales, set, estimated, budgets, levels.
2. May, a, be, it, variance, positive, or, negative, variance, a.
- 3 Budget, some, may, that, must, they, holders, feel, use, all, spending, available.
4. May, lead, this, or, to, inefficient, unnecessary, expenditure.
5. Process, the, budgets, is, time, of, preparing, consuming.

### **Mashq 3**

#### **QUYIDAGI GAPLARNI INGLIZ TILIGA TARJIMA QILING.**

1. Savdo korhonasi janjallar nima uchun sodir bo'lishini bilishi kerak
2. Boshqarma hisob kitob sistemasi savdo va narhga o'hshash ba'zi bir raqamlarni ishlab chiqish kerak.
3. Savdo korhonasi o'zining bozor faoliyatining faolligini tekshirib chiqish, bujuda zarurdir.
4. Ko'p korxonalar buni normal byudjet faoliyatiga qo'shimcha ravishda foydalanadi.
5. Bundan tashqari ko'plab savdo korhonalari byudjet sistemasining ba'zi turlaridan foydalanishni boshqaruvning eng zarur qismi deb bilishadi.

### **Mashq 4**

#### **QUYIDAGI SAVOLLARGA JAVOB BERING.**

1. What is variance analysis?
2. How do budgets help the business to control its activity?
3. Why is it essential to review the effectiveness of the marketing activity?
4. There are arguments both for and against its use. Discuss them.

## MUNDARIJA

1. Marketing – introduction and overview where do you start?.....	3
2. Integrated marketing.....	7
3. Types of marketing.....	11
4. Turning objectives into targets.....	17
5. Market share.....	22
6. Market Mapping.....	27
7. Market Research.....	31
8. Marketing strategy.....	37
9. Developing a marketing strategy.....	42
10. What is marketing budget?.....	48
11. How are budgets used?.....	53



