



Article

Marketing Strategies for Developing The Export of Acceptable Agricultural Products in Uzbekistan

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1. Marketing Strategies for Developing The Export of Acceptable Agricultural Products in Uzbekistan

Abstract: This article analyzes the current state and development prospects of the export of quality, safe, organic, and internationally certified agricultural products in Uzbekistan. The study examines the role of marketing strategies in increasing the export competitiveness of agricultural products, expanding foreign markets, and meeting international consumer demand. Particular attention is paid to the development of organic production and the implementation of Good Agricultural Practices (GAP) and international certification standards, including GlobalG.A.P. The study analyzes trends in the global organic agricultural market, the production and export potential of Uzbekistan, as well as the financial performance of agricultural enterprises engaged in the production and export of certified products. Based on statistical, comparative, and SWOT analyses, the main problems and opportunities affecting the export competitiveness of Uzbek agricultural products are identified. The paper proposes recommendations for improving export marketing strategies, strengthening product certification, developing branding and packaging, expanding digital marketing and logistics infrastructure, and diversifying export markets. The implementation of these measures is expected to contribute to increasing export volumes, expanding export destinations, and strengthening the competitiveness of Uzbek agricultural products in international markets.

Keywords: Food Security, Environmental Sustainability, Social Equity, WHO, Organic Production, Global G.A.P., Halal, ISO 9001, ISO 22000

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1. Introduction

Considerable attention is being paid in Uzbekistan to the development of agriculture in accordance with international standards, similar to the practices of developed countries. In particular, within the framework of the "Strategy for the Development of Agriculture of the Republic of Uzbekistan for 2020–2030," adopted in 2019, comprehensive reforms have been implemented to increase agricultural production, ensure food security, and expand the export of agricultural products [1].

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Level of Study of the Topic

The development of agricultural product exports and the application of marketing strategies in international markets have been extensively studied by foreign and domestic researchers. In particular, considerable attention has been paid to issues related to agricultural marketing, export competitiveness, product quality, certification, consumer preferences, market positioning, and the formation of sustainable value chains. Foreign scholars have investigated various aspects of agricultural export development, including the impact of marketing instruments on export performance, the role of international quality and safety standards, the importance of product differentiation and branding, and the influence of logistics and market infrastructure on the competitiveness of agricultural products in global markets. Particular emphasis has been placed on the integration of agricultural producers into international value chains and the development of market-oriented approaches to increasing export potential [3], [4].

In Uzbekistan, researchers have also conducted studies on the development of agricultural production and exports, improvement of agricultural marketing, expansion of foreign markets, enhancement of product quality, introduction of international certification systems, and development of mechanisms for increasing the competitiveness of domestic agricultural products. However, despite the existing scientific and practical research, insufficient attention has been paid to the development of an integrated marketing strategy for promoting quality, safe, organic, and internationally certified agricultural products of Uzbekistan in foreign markets. Therefore, further scientific research is required to identify effective marketing instruments, determine priority export markets, improve product positioning and branding, strengthen certification and quality assurance mechanisms, and develop effective strategies for increasing the export competitiveness of agricultural products. This determines the relevance of further research into marketing strategies for developing agricultural product exports in Uzbekistan [5].

2. Materials and Method

The study is based on theoretical and methodological approaches to agricultural marketing, export competitiveness, and international trade. The scientific works of F. Kotler, O. Walker, B. Balassa, E. Balfour, K. Dimitri, L. Kilcher, A. Howard, and other scholars were used as a theoretical basis. The research applies systematic, comparative, statistical, and SWOT analysis methods. Statistical analysis was used to assess trends in agricultural production and exports, while comparative analysis was applied to examine international experience. SWOT analysis was used to identify the strengths, weaknesses, opportunities, and threats affecting the export of quality and safe agricultural products from Uzbekistan. The empirical basis of the study consists of official statistical data, regulatory documents, scientific publications, and international reports. Based on the obtained results, recommendations were developed to improve marketing strategies and enhance the export competitiveness of agricultural products in Uzbekistan.

3. Results and Discussion

According to the 2019 publication on global organic agriculture statistics by the Research Institute of Organic Agriculture (FiBL) and the International Federation of Organic Agriculture Movements (IFOAM), the Republic of Uzbekistan was included among the ten countries with favorable conditions for fruit production. The organic label indicates to consumers that a product has been produced using specific production

methods. In other words, “organic” is not a characteristic of consumer demand but rather a definition of the production process [6].

Over the past two decades, the global market for organic products has grown by approximately EUR 5 billion annually. In 2023, the total area of certified organic agricultural land worldwide reached 98.9 million hectares, of which 68.5 million hectares consisted of pastures, meadows, and hayfields. Global demand for organic food products, fibers, medical products, and cosmetics remains stable. In 2023, the international trade value of organic products reached EUR 136 billion, representing more than a ninefold increase compared with the level recorded in 2000 [7]. The following table presents the retail sales turnover of the world’s largest markets for organic agri-food products as of 2023 (Table 1).

Table 1. Changes in the Global Organic Food Market

No	Countries	Retail sales turnover, EUR billion		Share, %	
		2017	2023	2017	2023
1	USA	40,0	59	43,4	43.5
2	Germany	10,0	16.1	10,9	11.9
3	France	7,92	12.1	8.6	9
4	China	7,64	12.6	8,3	8.9
5	Other countries	26,3	36.2	28,8	26.7
	Total	92,1	136	100	100

The United States is the largest market for organic food, accounting for 43.2% of global organic food sales. Germany ranks second, with organic product sales reaching EUR 16.0 billion in 2023, representing 11.9% of global sales, followed by France (9.0%) and China (8.9%), which are also among the leading organic food markets. In 2023, the share of organic products in total food sales was 11.8% in Denmark, 11.6% in Switzerland, and 11.0% in Austria. The highest per capita consumption of organic products was recorded in Switzerland, Denmark, Austria, and Luxembourg. A total of 188 countries are engaged in organic production [8], [9]. The countries with the largest areas of land certified for organic agriculture are presented in Table 2.

Table 2. Countries with the Largest Areas of Organic Agricultural Land as of 2023

Countries	Certified organic agricultural land	
	million hectares	Share of global organic agricultural land, %
Australia	53,0	53,5
India	4,48	4,53
Argentina	4,05	4,09
Uruguay	3,57	3,62
China	3,42	3,45
Spain	2,99	3,02
France	2,77	2.80
Italy	2,46	2.48
USA	2,06	2.08
Germany	1,89	1.91

Other countries	18.2	18.4
Total:	98,9	100

According to the calculations, 82% of the world's total organic agricultural land is concentrated in 10 countries. Australia accounts for 53.5% of the total area, equivalent to approximately 53 million hectares, making it the world's largest exporter of organic products. As noted above, Australia's domestic organic market accounts for only 1.2% of the global market. India accounts for 4.53% of the world's organic agricultural land, followed by Argentina (4.06%), Uruguay (3.62%), and China (3.42%).

Despite being the world's largest market for organic products, the United States ranks ninth in terms of organic agricultural land, with 2.06 million hectares, representing 2.08% of the global total [10]. Among European countries, Spain, Italy, Germany, France, and the United Kingdom play a significant role in global organic production. The five leading exporters of organic food products include the United States, Italy, the Netherlands, China, and Spain, while the major importing countries include the United States, France, Spain, Türkiye, and Canada. Globally, approximately 2.1% of total agricultural land is managed under organic farming systems. One of the most important positive outcomes of adopting Good Agricultural Practices (GAP) and other advanced production practices is their contribution to improving the welfare of farmers and rural communities in Uzbekistan. Compliance with Good Agricultural Practices enables farmers to increase production volumes and provides better opportunities to obtain higher revenues and profits, as products produced in accordance with established quality and safety requirements are more competitive and can be marketed more efficiently [11]. In 2025, Uzbekistan planned to cultivate a total of 10,000 hectares under organic production systems. Currently, approximately 7,200 hectares are being managed for organic production by 33 agricultural entities, including 3,300 hectares of grain and leguminous crops, 1,400 hectares of fruits and vegetables, 1,900 hectares of medicinal crops, and 570 hectares of cotton. The expected total output from these areas is approximately 18,200 tonnes of organic products, including 6,600 tonnes of grain and leguminous crops, 6,000 tonnes of fruits and vegetables, 4,100 tonnes of medicinal crops, and 1,400 tonnes of cotton. Certification procedures are currently being carried out for the remaining 2,800 hectares [12]. At present, approximately 801 hectares in Uzbekistan are used for the production of fruits, vegetables, and melons in accordance with the internationally recognized GlobalG.A.P. standard, including 395 hectares of fruit crops, 66 hectares of vegetables, and 340 hectares of melon crops. These areas are distributed among the regions as follows: 30 hectares in Andijan, 200 hectares in Jizzakh, 10 hectares in Kashkadarya, 365 hectares in Namangan, 180 hectares in Syrdarya, 6 hectares in Tashkent, and 10 hectares in Fergana [13].

In particular, an analysis of the financial performance of "BARAKA MEVA SANOAT SERVIS" Limited Liability Company, located in Chust district of Namangan region, for the period 2021–2024 is presented in Table 3.

Table 3. Financial Performance Indicators of “BARAKA MEVA SANOAT SERVIS” Limited Liability Company, 2021–2024 (UZS billion)

No	Indicator	2021	2022	2023	2024	2024 compared with 2021 (times)
1.	Total net revenue from sales of products (goods, works and services)	17,1	20,9	18,5	21,5	1,3
2.	Cost of products (goods, works and services) sold	9,19	12,5	10,6	12,8	1,4
3.	Gross profit from sales of products (goods, works and services)	7,91	8,41	7,84	8,69	1,1
4.	Total period expenses, including:	6,21	4,77	3,12	3,97	0,6
4.1	Selling expenses	4,44	2,81	1,94	2,58	0,6
4.2.	Administrative expenses	1,77	1,82	0,92	1,01	0,6
4.3.	Other operating expenses	0,13	0,13	0,25	0,38	3
5.	Profit (loss) from core activities	1,70	3,63	4,72	4,71	2,8
6.	Financial expenses	0,65	1,03	1,16	1,56	2,4
7.	Interest expenses	0,65	1,01	1,14	1,34	2,1
8.	Losses from foreign exchange rate differences	0,22	0,026	0,021	0,22	1
9.	Profit (loss) from general business activities	1,05	2,59	3,55	3,15	3,0
10.	Profit (loss) before income tax	1,05	2,59	3,55	3,15	3,0
11.	Income tax			0,53	0,47	-
12.	Net profit (loss) for the reporting period	0,87	2,59	3,02	2,67	3,0

“BARAKA MEVA SANOAT SERVIS” LLC is located in Sadacha Mahalla, Gulzor residential area, Chust district, Namangan region, Uzbekistan. The company was established on October 2, 2015, and has been operating continuously since its establishment. The enterprise primarily cultivates the medicinal plant caper (*Capparis spinosa*) on an area of 84 hectares in accordance with international organic production standards. Initially, the company started its operations by exporting walnuts, raisins, and capers. Currently, its products are exported to Italy, Türkiye, Russia, and Ukraine [14]. An analysis of the company’s financial performance shows that net revenue from the sale of products, goods, works, and services amounted to UZS 17.1 billion in 2021. Compared with the corresponding period of 2021, this indicator increased by 1.3 percentage points during the reporting period, reaching UZS 21.5 billion. This substantial increase in net revenue can be attributed to the company’s improved financial position and the growing number of financially stable and solvent customers. The gross profit from product sales amounted to UZS 7.91 billion in 2021 and increased by 1.11 percentage points in 2024 compared with 2023, reaching UZS 8.69 billion. This growth was influenced by both internal and external factors. The analysis of the enterprise’s activities showed that the main internal factors included the cost of production, production volume, and product assortment. External factors included changes in tax policy and fluctuations in prices in line with global market conditions.

Compared with the corresponding period of the previous year, the enterprise's period expenses decreased by 0.6 percentage points. This was mainly due to the relatively high share of expenses associated with the delivery of products to customers and buyers compared with management and other general business expenses [15]. The enterprise generated UZS 1.7 billion in profit from its core activities in 2021, while this indicator increased to UZS 4.71 billion in 2024. Expenditures related to the sale of products, goods, works, and services amounted to UZS 4.4 billion in 2021 and decreased by 0.6 percentage points to UZS 2.58 billion in 2024. Despite the relatively high level of these expenses, the profit generated from the enterprise's core activities was sufficient to cover them. This creates favorable conditions for future qualitative and quantitative growth in production volumes. Profit from general business activities amounted to UZS 1.05 billion in 2021 and increased threefold, reaching UZS 3.15 billion in 2024. Due to structural changes in financial income, the impact of financial losses remained relatively insignificant. A similar trend was observed in profit before income tax, including extraordinary gains and losses. The enterprise's net profit amounted to UZS 0.87 billion in 2021, while by 2024 it had increased to UZS 2.67 billion.

4. Conclusion

Based on the results of the study, it is recommended to further develop the export of quality, safe, organic, and internationally certified agricultural products in Uzbekistan by improving marketing approaches and strengthening their competitiveness in foreign markets. Particular attention should be paid to studying foreign market demand, identifying promising export markets, improving product quality and certification, developing modern packaging and branding, and expanding the use of digital marketing and e-commerce. It is also advisable to improve logistics and storage infrastructure, strengthen cooperation between farmers, processors and exporters, and enhance farmers' knowledge of international market requirements. The implementation of these measures will create favorable conditions for increasing export volumes, expanding the geographical diversification of agricultural exports, increasing export revenues, and strengthening the position of Uzbek agricultural products in international markets.

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