

INTEGRATION OF MARKETING AND SALES LOGISTICS AS A FACTOR IN
INCREASING THE COMPETITIVENESS OF SERVICE ENTERPRISES

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Abstract: In an increasingly competitive service market, a comprehensive approach to enterprise management based on the integration of marketing and sales logistics is becoming increasingly important. This article examines the theoretical and practical aspects of the interaction between marketing and logistics functions in sales and customer service. It is demonstrated that the alignment of marketing strategies and logistics processes contributes to improved service quality, reduced costs, accelerated product flow, and the development of sustainable competitive advantages for service companies. Particular attention is paid to the role of a customer-centric approach, service logistics, and supply chain management in ensuring competitiveness.

Key words: marketing, sales logistics, service industry, competitiveness, business process integration, service logistics, customer focus, management effectiveness.

Аннотация: В условиях усиления конкуренции на рынке услуг особое значение приобретает комплексный подход к управлению деятельностью предприятий, основанный на интеграции маркетинга и логистики продаж. В статье мы рассматриваем теоретические и практические аспекты взаимодействия маркетинговых и логистических функций в системе продаж и обслуживания клиентов. Обосновано, что согласованность маркетинговых стратегий и логистических процессов способствует повышению качества обслуживания, снижению издержек, ускорению товародвижения и формированию устойчивых конкурентных преимуществ предприятий сферы услуг. Особое внимание уделено роли клиентоориентированного подхода, логистики обслуживания и управлению цепочками поставок в обеспечении конкурентоспособности.

Ключевые слова: маркетинг, логистика продаж, сфера услуг, конкурентоспособность, интеграция бизнес-процессов, логистика обслуживания, клиентоориентированность, эффективность управления.

Introduction. Current economic conditions are characterized by intensifying competition, rising consumer demands for service quality, and the increasing role of intangible factors in shaping the competitive advantages of service sector companies. In this situation, the effective organization of sales and service processes, based on the coordinated functioning of marketing and logistics systems, is particularly important. The integration of marketing and sales logistics is becoming a key factor in the sustainable development and increased competitiveness of enterprises. Marketing in the service sector is focused on identifying and satisfying customer needs, creating a value proposition, and developing long-term relationships with consumers. At the same time, sales logistics ensures the timely and high-quality delivery of services to the end consumer, streamlining flows, reducing costs, and improving service levels. A lack of coordination between these functions leads to a mismatch between customer expectations and the company's actual capabilities, reduced operational efficiency, and a loss of competitive position in the market.

The issue of integrating marketing and logistics is particularly relevant in the context of the digitalization of the economy, the development of electronic sales channels, and the growing

importance of a customer-centric approach. Service companies are forced to quickly adapt to changing demand, ensure flexible logistics processes, and simultaneously implement effective marketing strategies aimed at retaining and expanding their customer base. Despite a significant amount of scientific research on marketing and logistics, the issue of their complex interaction in the sales and service systems of service companies remains understudied. This necessitates further theoretical understanding and practical analysis of the mechanisms for integrating marketing and logistics functions as a factor in enhancing competitiveness.

Main part. The integration of marketing and sales logistics in the activities of service enterprises is a complex management process aimed at coordinating strategic and operational decisions that ensure the formation and delivery of consumer value to the client. In modern conditions, marketing is no longer solely performing an analytical and communication function, and logistics is no longer limited to flow management. Their interaction forms a unified sales and service management system, within which marketing research of demand, market segmentation and service positioning should be directly linked to the capabilities of the enterprise's logistics infrastructure [1]. Inconsistency between these functions leads to a decrease in service quality, an increase in operating costs and a loss of competitive advantages, especially in the service sector, where the speed of response to customer requests and the stability of service processes play a key role. From a competitiveness perspective, sales logistics is the most important tool for implementing an enterprise's marketing strategies. Marketing decisions regarding the range of services, pricing policy and distribution channels require logistics support capable of guaranteeing the fulfillment of promises made to the consumer during the promotion process [2]. In the service sector, logistics takes on a particular specificity, as the object of logistics management is not only material flows but also information, service, and customer flows. Effective organization of service logistics minimizes customer time expenditures, increases service availability, and ensures standardized service quality, which directly impacts customer satisfaction and loyalty [3].

The integration of marketing and sales logistics is becoming increasingly important in the context of digitalization and the development of omnichannel service models. The use of CRM systems, analytical platforms, and digital communication channels enables the integration of marketing data on customer behavior with the logistics processes of order fulfillment and service provision [4]. As a result, the company gains the ability to forecast demand, adapt logistics capacity to changing market needs, and create personalized offers backed by real operational capabilities. This synergy helps reduce the gap between customer expectations and actual service levels, which is a key factor in increasing the competitiveness of service companies. To more clearly understand the role of integrating marketing and sales logistics in enhancing the competitiveness of service companies, it is useful to examine the functional differences and points of interaction between these management subsystems. Analysis shows that the effectiveness of enterprises is largely determined by the degree of alignment between marketing decisions and logistics processes, particularly in terms of sales and customer service. In this regard, Table 1 presents a comparative analysis of the functions of marketing and sales logistics, as well as their integrated impact on the formation of competitive advantages for service companies.

Table 1.

The role of marketing and sales logistics integration in improving the competitiveness of service companies

Management Area	Marketing Functions	Sales Functions	Logistics	Integration Effect

Demand Analysis	Customer needs research, market segmentation	Service Volume and Resource Planning	Increased Demand Forecasting Accuracy
Supply Development	Development of a value proposition and service range	Ensuring the Ability to Deliver the Declared Service	Matching Promises with Real Capabilities
Sales	Service promotion, channel management	Order Fulfillment, Flow Management	Increased Sales Speed and Reliability
Customer Service	Development of service and loyalty standards	Service Process Implementation	Increased Customer Satisfaction
Competitiveness	Market positioning	Cost Reduction and Process Optimization	Sustainable Competitive Advantages

The data presented in Table 1 demonstrate that integrating marketing and sales logistics enables service companies to comprehensively manage the process of creating and delivering customer value. Aligning marketing decisions with logistics capabilities not only improves service quality but also optimizes costs, reduces downtime, and enhances operational resilience. This results in a synergistic effect, resulting in increased competitiveness, a strengthened market position, and increased customer trust. Thus, an integrated approach should be considered a priority for improving the management of service companies in today's environment.

For the economy of Uzbekistan, integrating marketing and sales logistics is particularly relevant due to the active development of the service sector, growing competition, and a focus on improving the quality of service to the public. Modern service companies are increasingly faced with the need to optimize internal business processes, implement customer-oriented management models, and improve the transparency of logistics operations [5]. In these conditions, an integrated approach not only improves sales efficiency but also creates sustainable competitive advantages through comprehensive value chain management, from understanding customer needs to providing after-sales service.

Conclusions and proposals. The study demonstrated that the integration of marketing and sales logistics is a key factor in enhancing the competitiveness of service companies in the current economic environment. Coordinated marketing and logistics processes help align customer needs with the company's actual capabilities, improve service quality, reduce operating costs, and accelerate sales processes. It has been established that sales logistics is an integral tool for implementing marketing strategies, while marketing, in turn, provides benchmarks for optimizing logistics solutions. In the context of digitalization and rising consumer demands, an integrated approach contributes to the development of sustainable competitive advantages, increased customer loyalty, and the strengthening of the market position of service companies, confirming its practical and scientific significance.

As a result of our research on this topic, we offer the following proposals:

- First, it would be advisable for service companies to implement integrated management models that ensure close coordination between marketing and logistics departments in the sales and customer service systems. - Secondly, it is recommended to use modern digital tools,

including CRM systems and analytical platforms, to integrate customer marketing data with fulfillment and service logistics processes.

- Thirdly, it is necessary to orient sales logistics toward a customer-centric approach, which includes increasing the flexibility of service processes and reducing response times to customer requests.

- Fourthly, companies should regularly evaluate the impact of logistics indicators on the effectiveness of marketing strategies and competitiveness in order to promptly adjust management decisions.

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