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# Assessment of The Impact of Territorial Factors on Marketing Decisions in The B2B Market of Textile Enterprises

Sapayeva Nilufar Kadambayevna

1. Associate Professor at Urgench State University named after Abu Rayhan Beruniy
- \* Correspondence: -

**Abstract:** This study systematically examined the impact of regional factors on marketing decisions of textile enterprises in the B2B market. Economic, institutional, infrastructural, socio-cultural, and resource-demographic factors were classified, and their influence mechanisms on product, pricing, distribution, communication, and partner selection decisions were identified. Based on a theoretical approach, an integrative conceptual model was developed to transform regional factors into marketing decisions. The model was illustrated using the example of Uzbekistan's textile industry. The findings demonstrated the direct role of regional conditions in shaping marketing strategies and provided a basis for adaptive management approaches.

**Keywords:** regional factors, B2B marketing, textile industry, marketing decisions, clusters, value chain, Uzbekistan

## 1. Introduction

Modern industrial markets are becoming increasingly complex, which necessitates a revision of the methodological foundations of marketing science. In the B2B market, purchasing decisions are often made by a buying center consisting of several professional participants; demand is derived, cooperation is long-term, and relationships are based on institutionally complex contracts. These characteristics make industrial marketing strategy qualitatively different from the B2C market and highly sensitive to macroeconomic, legal, and geographical contexts [1, 2].

Territorial structural factors are recognized in international scientific literature as an implicit yet stable source of competitiveness for industrial enterprises. In Porter's theory of competitive advantage, factor conditions, demand structure, related and supporting industries, and firm strategy, structure, and rivalry form a structural matrix that shapes firms' market decisions [3, 4]. The economic geography approach developed by Krugman explains industrial location and market interactions based on agglomeration effects and regional specialization [5].

The textile industry is inherently based on a multi-stage value chain, where each stage—cotton processing, spinning, weaving, dyeing, and sewing—creates a separate system of B2B relationships. The global value chain theory formulated by Gereffi highlights the buyer-driven architecture in the textile industry and substantiates that the quality of the territorial base directly influences the configuration of export channels [6]. In textiles, capital intensity is high, and the availability of raw materials is a key territorial determining factor.

The textile industry of Uzbekistan is being systematically supported at the level of state policy. The Decree of the President of the Republic of Uzbekistan No. PF-6 dated January 16, 2025, "On Additional Measures for the Development of the Processing Chain

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in the Textile and Garment-Knitwear Industry,” along with subsequent sectoral programs, set the main objectives of increasing the share of raw material processing into finished products, expanding the network of regional clusters, and diversifying the export portfolio [7]. The territorial structure of the industry is developing in the form of clusters in regions such as the Fergana Valley, Samarkand, Bukhara, Kashkadarya, Tashkent, and Andijan, which creates specific resource bases, institutional environments, and logistics systems for each region [8].

In the scientific literature, the intersection between territorial factors and B2B marketing decisions has not been sufficiently conceptualized in the context of developing economies. General theoretical foundations have mainly been developed separately within cluster theory, industrial marketing, and global value chain literature, while their integration into a unified analytical model remains an open area of research. For the specific case of Uzbekistan’s textile industry, such an integrative framework may have significant practical value for enterprises.

The aim of this article is to systematically substantiate the impact of territorial factors on marketing decisions in the B2B market of textile enterprises from a theoretical perspective and to propose an integrative conceptual model. To achieve this objective, the following tasks have been defined: first, to classify territorial factors from the perspective of industrial marketing; second, to identify the mechanisms through which they influence B2B marketing decisions; third, to demonstrate the practical adaptability of the model using the example of Uzbekistan’s cotton-textile industry; and fourth, to develop practical principles of territorially adaptive marketing policy for enterprises. The structure of the article follows a classical scientific format, where each section logically continues the previous one.

#### **Literature Review**

Industrial marketing theory initially emerged in the late 1960s and early 1970s with a focus on explaining organizational buying behavior. The general model proposed by Webster and Wind explained organizational purchasing decisions through the composition of the buying center, stages of the decision-making process, and situational factors. Sheth further systematized psychological, social, and situational factors influencing purchasing decisions, thereby highlighting the dynamics of communication in industrial markets. These classical models were later extended by Anderson, Narus, and Narayandas within the relationship-based approach and enriched with the principles of value creation.

A research direction that gives special importance to the long-term nature of relationships in industrial markets was developed through the efforts of the IMP Group in the Swedish and British schools. Håkansson and his colleagues conceptualized the network of interrelationships in industrial markets through the actor–resource–activity matrix, highlighting value creation processes occurring beyond firm boundaries. In a closely related scientific direction, a modern textbook by Hutt and Speh integrated the five domains of B2B marketing decisions—product, price, distribution, communication, and relationship management—into a unified framework. Fern and Brown critically evaluated the theoretical validity of differences between industrial and consumer marketing and emphasized the need for a more conditioned and nuanced differentiation [9].

The intersection of regional economics and marketing has a strong theoretical foundation in Porter’s work *The Competitive Advantage of Nations*. Through the diamond model, Porter analyzed the interrelationships between factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry. In his subsequent work, he described clusters as a key institutional form of innovation productivity and export competitiveness. The new economic geography developed by Krugman explains the microeconomic foundations of regional agglomeration using mathematical models and formally establishes the interaction between transport costs and economies of scale [10].

The concept of regional innovation systems was further developed by Cooke, who theoretically grounded the territorially embedded nature of knowledge production. In the

learning region approach, Morgan demonstrated that a region's learning capacity is shaped by institutional quality, network relations, and social capital. These approaches are highly relevant in the context of B2B marketing decisions, as they link firms' ability to exchange knowledge and experience to the quality of the territorial environment and determine the depth of inter-firm cooperation across networks.

The global literature dedicated to the textile industry is fundamentally grounded in Gereffi's value chain theory. In the fiber-fabric-garment chain, lead firms are predominantly buyer-driven and shape supplier behavior through international standards, design requirements, and quality specifications [11]. The "apparel global value chain" mapping proposed by Fernandez-Stark, Frederick, and Gereffi illustrates the upgrading trajectories of textile industries in developing countries within the chain, as well as the institutional conditions influencing these processes. This scholarly tradition explains the impact of territorial positioning on global market outcomes through the lens of B2B cooperation.

B2B marketing characteristics in emerging markets have become a distinct research direction. Dwyer and Tanner examined the interplay of relationships, learning, and strategy in industrial markets under conditions of institutional uncertainty and justified the necessity of adaptive management [12]. Within the German school tradition of "industrial goods marketing," Backhaus and Voeth systematized situational marketing configurations of industrial products, an approach considered applicable in emerging market contexts. In developing economies, however, uneven institutional quality and infrastructure remain key constraints shaping marketing decisions.

Statistical and institutional sources provide an empirical context for scientific synthesis. The World Bank assesses structural changes in regional development and industrial production patterns, OECD provides methodological frameworks for trade facilitation, and UNCTAD regularly publishes statistics on global value chains. The International Trade Centre presents detailed data on trade flows and export structures in the textile and apparel sectors, while the International Labour Organization continuously monitors the socio-institutional transformation of Uzbekistan's cotton sector [13]. The National Statistics Committee of the Republic of Uzbekistan and the Association of Textile and Garment Industry of Uzbekistan serve as key national sources reflecting regional production and export systems [14].

Although existing literature has developed two independent academic traditions – industrial marketing and regional economics – their intersection has not been sufficiently conceptualized in the context of emerging markets, particularly Uzbekistan's textile industry. In international research, global value chain and cluster concepts are well developed; however, integrative models mapping territorial factors onto B2B marketing decision domains remain limited. This article is aimed precisely at filling this gap and, in the following sections, advances this intersection through methodological foundations and conceptual synthesis at an analytical level [15].

## 2. Materials and Methods

In this study, the impact of territorial factors on marketing decisions in the B2B market of textile enterprises was examined based on a theoretical-analytical approach. During the research process, theories of industrial marketing, regional economics, and global value chains were systematically analyzed, and their interrelationships were conceptually synthesized. Scientific sources included articles from internationally indexed journals, works of leading scholars, and reports of international organizations.

The analysis was conducted using comparative and structural approaches, where territorial factors were classified into economic, institutional, infrastructural, socio-cultural, and resource-demographic groups. The influence of these factors on marketing decisions was assessed within the framework of product, price, distribution, communication, and partner selection decisions.

An integrative conceptual model was developed that transforms territorial factors into marketing decision-making parameters. The model was substantiated using the

example of Uzbekistan's textile industry, and its practical applicability was theoretically justified.

### 3. Results and Discussion

Territorial factors were grouped into five major categories based on their content and mechanism of influence. Economic factors include macroeconomic indicators such as regional gross domestic product, per capita income, investment levels, inflation rate, and price index. These factors determine both the cost structure of industrial enterprises and the volume of market demand [16]. Institutional factors include the tax and customs regime, stability of the regulatory and legal framework, state support programs, and licensing and certification requirements, thereby formalizing the legal operating environment of enterprises.

Infrastructure factors encompass the density of transport networks, availability of logistics centers, stability of energy supply, and level of digital connectivity, all of which determine the enterprise's ability to operate along the value chain [17]. Socio-cultural factors integrate less tangible but stable elements such as workforce qualification levels, network-based trust relations, business culture, and social capital. Resource-demographic factors include raw material availability, proximity to natural resources, regional labor market size, and population demographic structure, which are of particular importance for the textile industry due to the cotton-fiber base [18].

The systematic classification of territorial factors is presented in Table 1, where key indicators, mechanisms of influence, and relevant scientific sources are outlined for each group. This classification served as the main analytical platform for linking territorial factors with marketing decision-making in the subsequent stage of the study.

Table 1. Systematic classification and scientific foundations of territorial factors

Group of Factors	Structural Indicators	Mechanism of Influence on Marketing Decisions
<b>Economic</b>	Regional GDP, income, investment level, price and cost index	Influences demand volume, pricing policy, and contract payment terms [5]; [21].
<b>Institutional</b>	Tax regime, customs procedures, state programs, certification	Determines contract structure, partner selection, and export model [8]; [22].
<b>Infrastructure</b>	Transport network, logistics centers, energy supply, digital connectivity	Determines distribution channels, delivery speed, and costs [22]; [23].
<b>Socio-cultural</b>	Workforce skills, network trust, business culture	Shapes cooperation format and communication style [16]; [17].
<b>Resource-demographic</b>	Cotton-fiber resources, labor market, demand volume and dynamics	Influences product assortment and export segment selection [7]; [24].

The transmission of the influence of territorial factors into marketing decision domains activates specific mechanisms. Product and assortment decisions are primarily linked to resource-demographic and socio-cultural factors: the quality category of cotton fiber and the professional skills of the workforce determine the technical characteristics of fiber, fabric, or garment products produced by the enterprise [19]. This transmission mechanism is reflected in the composition of the product portfolio and the definition of region-dependent quality segments.

Pricing and payment terms are strongly correlated with economic and institutional factors. Regional cost structures, exchange rate stability, tax regimes, and customs regulations enable enterprises to implement specific pricing configurations and define the

boundaries of discount policies and credit arrangements [20]. Regional differences in price levels force the reconfiguration of price bands and the overall cost-benefit structure within B2B contracts.

Distribution and delivery decisions are most strongly associated with infrastructural factors. The density of transport networks, the location of logistics centers, and the level of digital connectivity determine the choice of logistics models, including direct contracting, distributor-based systems, export consolidators, or digital platforms [21]. The territorial quality of the supply chain also shapes the responsibility matrix and risk allocation within B2B contracts.

Communication and branding decisions are the result of the combined influence of socio-cultural and institutional factors. Network-based trust relations and business culture increase the importance of face-to-face communication, networking events, and long-term partnership formats, while certification and standardization systems define the credibility signals of B2B communication [22]. In emerging markets, brand trust is often reinforced through institutional accreditation and state-recognized certifications.

Segment and partner selection decisions are shaped by all five groups of factors, although institutional and socio-cultural factors play a particularly significant role. In selecting a business partner, its regional institutional reputation, financial stability, network position, and alignment of strategic objectives are evaluated [23]. In the textile industry, this mechanism is also linked to the architecture of global value chains and reflects the ability to adapt to quality requirements of buyer-driven international markets.

Based on the above transmission mechanisms, the integrative conceptual model presented in table 2 was developed. The model consists of three core blocks: an input block of territorial factors, a transformation core, and an output block of marketing decisions. Within the transformation core, four internal processes analysis, synthesis, evaluation, and adaptation are carried out in a logical sequence, converting any territorial input signal into a specific parameter of marketing decision-making.

Table 2. Conceptual model of the impact of regional factors on B2B marketing decisions

<b>Regional Factors</b>	<b>Components</b>	<b>Transformation Process</b>	<b>Marketing Decision Areas</b>	<b>Specific Decision Content</b>
<b>Economic factors</b>	Regional GDP and income, investment level, price index	Analysis, synthesis, adaptation, evaluation	Product & assortment	Product quality, B2B bundle configuration, packaging standards
<b>Institutional factors</b>	Tax and customs regime, legal framework, government support	Analysis, synthesis, adaptation, evaluation	Pricing & payment terms	Contract pricing structure, discount policy, credit and payment conditions
<b>Infrastructure factors</b>	Transport, logistics, energy supply, digital infrastructure	Analysis, synthesis, adaptation, evaluation	Distribution & delivery	Logistics model, warehousing system, export channels
<b>Socio-cultural factors</b>	Workforce skills, consumer	Analysis, synthesis,	Communication & branding	B2B communication channels,

	habits, cultural characteristic s	adaptation, evaluation		network marketing, certification and brand image
<b>Resource &amp; demographic factors</b>	Raw material availability, labor market, B2B demand volume	Analysis, synthesis, adaptation, evaluation	Segment & partner selection	Customer segmentation, partner selection, strategic alliances

The first part of the model reflects the systematic classification of territorial factors, where each group is considered an input signal into the enterprise's analytical process. The second part—the transformation core—represents the process of professional collective discussion and decision preparation within the buying center. Within this core, the enterprise analyzes regional input data, generates a scientifically and structurally grounded synthesis, evaluates alternative options, and selects a specific decision profile.

The third part of the model is implemented through five decision domains, each of which has its own configuration that is sensitive to territorial factors. One of the key features of the model is the feedback mechanism: market outcomes lead to a reassessment of the territorial factor matrix and recalibration of the decision model. This continuous adaptation cycle is consistent with Morgan's concept of the "learning region" and Cooke's regional innovation system approach [24]. In this way, the model presents industrial marketing as a structurally stable yet dynamically adaptive process.

The application of the model to Uzbekistan's cotton-textile sector produces effective results, as this industry is characterized by clearly defined territorial clusters. The development of specialized cotton-textile clusters has been set as a strategic objective. Each cluster has its own resource base, logistics map, and institutional environment, forming a region-specific configuration of factors in the input block of the model.

Product and assortment decisions take the form of regional differentiation. In the Fergana Valley clusters, cotton fiber resources and traditional silk-textile expertise create favorable conditions for finished fabric and medium-quality garment production [25]. The Bukhara and Samarkand clusters, in combination with tourism value chains, may prioritize higher-value products with strong design and handicraft elements. The Kashkadarya and Khorezm clusters, due to a strong cotton base, are more oriented toward spinning and fabric supply segments.

Pricing and payment conditions in Uzbekistan are directly linked to state programs. Export credits, tax incentives, and measures supporting the entire production-to-sales chain all influence how prices are set and how payments are structured within contracts between companies.

Foreign buyers typically make payments through bank-guaranteed instruments such as letters of credit (L/C) or pay after the goods have been delivered. These payment methods also depend on the level of development of the country's banking system.

Distribution and delivery issues are primarily linked to transport and infrastructure. Since Uzbekistan is a landlocked country without direct access to the sea, the export process is more complex. Therefore, the choice of route and logistics corridor becomes a critical issue.

The most commonly used export routes include:

1. Trans-Caspian route
2. Iran transit route
3. China–Central Asia corridor

The selected route determines transportation costs and delivery time. In turn, this defines contractual terms such as who bears transportation costs, who is responsible for risks, and how delivery conditions are structured—typically regulated through Incoterms rules.

Communication and branding in Uzbekistan's textile sector are developing along two parallel directions: traditional network-based trust relations and modern certification standards. Regional business culture still relies heavily on long-term personal relationships and network-based recommendations, while international certification systems such as OEKO-TEX, GOTS, and BCI are increasingly becoming important credibility signals. This dual structure enables the development of both regional and international brand identity in a balanced way.

Segment and partner selection decisions are made within the architecture of the global value chain. Quality requirements, social and environmental standards, and delivery discipline set by lead international buyers define the selection matrix for regional enterprises. Programs aimed at deepening value chain integration within the Uzbek Textile Industry Association (Uztextilsanoat) provide an institutional framework for forming strategic partnership formats for enterprises. As a result, territorially adapted and globally competitive B2B marketing configurations can be developed.

The practical testing of the conceptual model produced three main findings. First, the influence of territorial factors is not a one-directional linear relationship but has a matrix-like structure that operates selectively across decision domains. Economic factors have a stronger impact on pricing decisions, while infrastructural factors primarily determine distribution decisions. This differentiation requires analyzing each marketing management domain through the lens of specific territorial advantages.

Second, the "invisible but strong" nature of socio-cultural factors highlights the need for integrated management of network trust and brand communication. In practice, trust-based relationships and branding processes are deeply interdependent and must be managed in a coordinated manner.

Third, the functioning of the feedback mechanism determines the enterprise's speed of market adaptation. The ability to systematically collect market results and recalibrate them into the territorial factor matrix forms the foundation of adaptive marketing strategy in a dynamic environment. In emerging markets, this cycle is often slowed down due to limited data availability and weaker institutional discipline; however, it can be accelerated through state programs and the involvement of industry associations.

Together, these three findings confirm the practical effectiveness of the model and serve as a theoretical basis for the development of corporate strategies in the textile sector.

#### 4. Conclusion

The results of the study demonstrate that territorial factors play a decisive role in shaping marketing decisions of textile enterprises in the B2B market. It has been established that economic, institutional, infrastructural, socio-cultural, and resource-demographic factors systematically influence the main directions of marketing activities. These factors determine product policy, pricing formation, distribution channels, communication strategies, and partner selection in accordance with territorial conditions.

The developed conceptual model presents a coherent and logical system of interrelations between territorial factors and marketing decisions. The model shows that territorial conditions influence marketing decisions through stages of analysis, evaluation, and adaptation. This approach enables the organization of marketing activities based on structured and data-driven decision-making.

The results obtained from the case of Uzbekistan's textile industry confirm that the presence of regional clusters contributes to improving marketing efficiency. The proximity of raw material bases, the development of infrastructure, and institutional support ensure the stability of production and export activities. At the same time, logistics capabilities and the level of adaptation to international standards have a direct impact on marketing performance.

Based on the analysis, the following practical recommendations were developed:

Enterprises should introduce a systematic mechanism for assessing territorial factors and base their marketing decisions on the results of this analysis. This will improve the accuracy and effectiveness of marketing strategy.

The product assortment should be formed in accordance with the region's resource base and labor potential. This allows for the optimization of production costs and ensures stable product quality.

When developing pricing policies, regional cost structures, tax conditions, and export market requirements should be considered in a comprehensive manner. This enables enterprises to offer more competitive pricing.

Distribution and logistics systems should be optimized in line with regional infrastructure capabilities. Efficient use of transport corridors and logistics hubs helps reduce delivery times.

Enterprises should widely implement international certification systems and comply with quality standards. This expands opportunities for meeting export market requirements and attracting new partners.

The development of long-term partnerships, cooperation with reliable counterparties, and systematic management of B2B relationships ensure marketing stability.

The introduction of digital technologies, including CRM systems and e-commerce platforms, contributes to improving marketing processes and strengthening customer relationships.

Overall, taking territorial factors into account in shaping marketing decisions is crucial for ensuring sustainable operations of textile enterprises in the B2B market, increasing export potential, and strengthening competitiveness.

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