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**DEVELOPMENT OF THE ACTIVITY OF ENTERPRISES ON THE BASIS
OF DIGITAL MARKETING TECHNOLOGIES**

08.00.11-Marketing

PHD DISSERTATION ON ECONOMIC SCIENCES

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INTRODUCTION

Topicality and necessity of the thesis. The global digital marketing market has accomplished a rapid development and growth by reaching the amount of \$322.2 Billion USD in 2022. Moreover, majority of industry experts expect even much larger expansion and the market is estimated to reach the level of \$689,8 Billion USD by the year of 2028 and that remarkable growth tendency indicates CAGR (Compound Annual Growth Rate) 13,62% over a period from 2023 to 2028¹. According to the “World Bank”, the digital economy comprises more than 15% of the global GDP and increased 2.5 times faster over the previous ten years than the GDP of the world. Digital marketing involves the promotion of services or products via different social media and digital media channels as well as its useful instruments include cost-per-click, e-mail, content, influencer marketing, pay-per-click advertising. The role of digital marketing is to develop brand awareness, by creating the valuable leads of potential customers.

The global prospering e-commerce industry which is accelerated by raising popularity of online shopping and quite widespread adoption of omnichannel marketing that are aiming to provide seamless customer experiences, are additional contributors to market growth as well. In particular, the expansion of enterprise activities through the widespread use of digital marketing technologies, including digital marketing technologies such as artificial intelligence (AI), natural language processing (NLP), Internet of Things (IoT), virtual reality (VR), augmented reality the researches are being conducted on the application of technologies such as reality (AR), sensor technology, blockchain, machine learning process, to the activities’ of enterprises and the improvement of their activities.

Quite many steps are being undertaken in Republic of Uzbekistan in consolidation of legal legal, normative basis of the fields of digital economy of the country, further consolidation process of the economy of the country by the means

¹ GlobeNewswire, (2023) \$689.8 Billion Digital Marketing Market Analysis by Digital Channel, End Use Industry, and Region - Global Forecast to 2028, retrieved from: [https://www.globenewswire.com/en/news-release/2023/09/21/2747046/28124/en/689-8-Billion-Digital-Marketing-Market-Analysis-by-Digital-Channel-End-Use-Industry-and-Region-Global-Forecast-to-2028.html#:~:text=The%20global%20digital%20marketing%20market,US%24%20689.8%20Billion%20by%202028.8.](https://www.globenewswire.com/en/news-release/2023/09/21/2747046/28124/en/689-8-Billion-Digital-Marketing-Market-Analysis-by-Digital-Channel-End-Use-Industry-and-Region-Global-Forecast-to-2028.html#:~:text=The%20global%20digital%20marketing%20market,US%24%20689.8%20Billion%20by%202028.)

of digital technologies. Meanwhile, the issues set on Decree of President of the Republic of Uzbekistan №60², consider the key criteria such as “turning the digital economy into the main "driver" sector and carrying out work aimed at increasing its volume by at least 2.5 times", "increasing the volume of the software industry by 5 times, and "the issue of doubling the volume of production of textile industry products, as well as increasing the volume of exports of finished products of national and foreign brands to 5 billion US dollars in 2026 for the reinforcement of the field.

At the same time, the digital marketing technologies, its instrumentation, digital marketing systems are not well implemented in the quite many sectors of the economy of the Republic of Uzbekistan³. Primarily, the implementation of digital marketing technologies within textile, garment knitting industries of the country are at weak development or underdeveloped and that creates certain problems within the sales of garments, textiles by the means of digital marketing platforms through online sales. Thereby, successful implementation of digital marketing technologies within the current field could lead in substantial increase of garments, textiles’ online sales and consequently raise the export levels as well.

The current research work aims to assist to the certain degree in order to achieve the goals settled by the number of legal, normative documents such as the Decree of the President of the Republic of Uzbekistan “On Strategy of Development of New Uzbekistan in 2022-2026, №60, as of 28.01.2022, the Law of Electronic Commerce of Uzbekistan №385⁴ as of 22.05.2015, the Resolution of the President of the Republic of Uzbekistan “On measures for further modernization of digital infrastructure for development of digital economy”

² Decree of the President of the Republic of Uzbekistan, PD-60 (as of 28.01.2022), “ABOUT THE DEVELOPMENT STRATEGY OF NEW UZBEKISTAN FOR 2022 - 2026”

³ Decree of the President of the Republic of Uzbekistan, PD-6079 (as of 05.10.2020), “On approval of the strategy DIGITAL UZBEKISTAN - 2030” and measures for its effective implementation”, retrieved from <https://lex.uz/docs/-5030957#-5032005>.

⁴ The Law of Electronic Commerce of Uzbekistan No.385 New Ed. (as of 22.05.2015) retrieved from: <https://lex.uz/ru/docs/2650295>

№4022⁵ as of 21.11.2018, the Resolution of the President of the Republic of Uzbekistan “On measures to develop the digital economy and the sphere of crypto-assets turnover in the republic of Uzbekistan” №3832⁶ as of 03.07.2018, the Resolution of the President of the Republic of Uzbekistan “On measures for further support of export activities” №4707⁷ as of 07.05.2020, the Resolution of the President of the Republic of Uzbekistan “On measures to stimulate deep processing and production and export of high value-added finished products by textile and knitting enterprises” № 53⁸ as of 21.01.2022.

Relevance of the research with the priority areas of science and technology development in the Republic. The current research is completed in accordance with the priority areas of the state program on the development of science and technology in the Republic of Uzbekistan I.”Spiritual-moral and cultural-enlightenment of democratic and legal society, the establishment of innovative economy”.

Degree of study of the problem. The tremendous number of researchers had been contributed to the field of digital marketing and there were quite extended scientific and practical works developed regarding digital marketing and digital marketing technologies as well as the application of digital marketing technologies into the digital marketing strategies of enterprises, businesses, including remarkable international works of Chaffey, D. & PR Smith, Charlesworth, A., Kotler, P., Kartajaya, H., Setiawan, I., Jones. A.T., Malczyk. M., Beneke. J., Parker. C., Winterboer.C., Ryan, D., Scott, D.M⁹.

⁵ The Resolution of the President of the Republic of Uzbekistan “On measures for further modernization of digital infrastructure for development of digital economy” № 4022⁵ (as of 21.11.2018) retrieved from: <https://lex.uz/ru/docs/4071224?ONDATE=31.12.2020%2000>

⁶ The Resolution of the President of the Republic of Uzbekistan “On measures to develop the digital economy and the sphere of crypto-assets turnover in the republic of Uzbekistan”№3832⁶ (as of 03.07.2018)retrieved from: <https://lex.uz/docs/6054367>

⁷The Resolution of the President of the Republic of Uzbekistan “On measures for further support of export activities” №4707⁷ (as of 07.05.2020), retrieved from: <https://lex.uz/ru/docs/4806740>

⁸ The Resolution of the President of the Republic of Uzbekistan “On measures for further support of export activities” №4707⁸ (as of 21.01.2022), retrieved from: <https://lex.uz/ru/docs/5834001>

⁹ Chaffey, D. & PR Smith. (2017) Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. 5th Edition, Routledge. ISBN 978-1-315-64034-1. 691p., Charlesworth, A (2018) Digital Marketing. A Practical Approach. 3rd Edition. Routledge. p.353., Kotler, P., Kartajaya, H., Setiawan, I. (2017) Marketing 4.0 Moving from Traditional to Digital, John Wiley & Sons, Inc., Hoboken, New Jersey. p.207., Kotler, P., Kartajaya, H., Setiawan. I. (2021). Marketing 5.0 Technology for Humanity. John Wiley & Sons, Inc. p. 221, Jones. A.T.,

CIS countries scientists including Bozhuk S. G., Kovalik L. N., Maslova T. D., Dolgov V, Mann I, Sukhov S, Gromov O.V., Kurasova M. A., Shishlo S.V.¹⁰ had been undertaken scientific researches in the current field and made significant contributions on enhancement of the use of useful marketing strategies along with internet marketing instrumentation and digital marketing technologies.

The issues related to the development of marketing field as well as digital marketing technologies and development of the marketing in textile, garment industries in the fields of entrepreneurship activities, development of SME's sector, service sector of the Republic of Uzbekistan and contribution to national economy of the current fields and their framework of scientific and practical aspects were reflected in number of local scholars' works including Abduxalilova L.T., Ikramov M.A., Boltaboev M.R., Bobojonov A.B., Ergashxodjayeva, Sh.Dj., Gafurova D.R, Muminova G. B., Pardayev M.Q., Qosimova M.S., Sharifxodjayev U.U., Hakimov, Z.A., Yahyoxonov N.B., Yusupov M.A as well as the scholars that contributed to the field of marketing from the perspective of textile, garment, fashion fields include D.A. Abdiyeva, T.O. Mahmudov, R.A. Mo'minova, Isayev, N.M¹¹.

Malczyk. M., Beneke. J., Parker. C., Winterboer.C. (2011) Internet marketing A highly practical guide to every aspect of internet marketing. Creative Commons BY-NC. 229p., Ryan, D. (2021) Understanding Digital Marketing, A complete guide to engaging customers and implementing successful digital campaigns, 5th Edition, Kogan Page. p.449., Scott, D.M. (2013) The new rules of marketing & PR: How to use social media, online video, mobile applications, blogs, news releases, and viral marketing to reach buyers directly (4th Edition.) Hoboken, N.J: John Wiley & Sons. 464p.

¹¹ Божук С.Г., Ковалик Л.Н., Маслова Т.Д. (2012) Маркетинг. Учебник. Питер, СПб, стр-448. Долгов В, Манн И, Сухов С (2011) Интернет-маркетинг на 100% ISBN:978-5-49807-172-5, Питер, стр-240. Громов О.В., Формирование и развитие интернет-маркетинга в сфере рекламных услуг. Автореферат диссертации на соискание ученой степени кандидата экономических наук. Москва 2012.,

Курасова М. А., Совершенствование маркетинговой деятельности предприятий на основе внедрения интернет-технологий. Автореферат диссертации на соискание ученой степени кандидата экономических наук ПЕНЗА 2005. 08.00.05 - Экономика и управление народным хозяйством: маркетинг,

Шишло С.В. (2021) ЦИФРОВОЙ МАРКЕТИНГ Тексты лекций для магистрантов специальности 1-26-80-05 «Маркетинг» очной и заочной форм обучения. Минск. стр-171.

¹¹ Абдухалилова Л.Т. Интернет маркетинг. – Т.: ТДИУ, 2021. 265 б. Ikramov M.A., Pardayev M.Q., Abduxalilova L.T. Marketing tadqiqotlarida statistik tahlil. Darslik.- Т.: TDIU, 2022.-470 b.; U.Sharifxodjayev, Z.Hakimov. Interaktiv va raqamli marketing. O'quv qo'llanma. – Т.: TDIU. 2019.-271 b.; Ergashxodjaeva. Sh.Dj. (2019) Innovatsion marketing. Darslik. / - Т.: «IQTISODIYOT», 2019. 191b. Ergashxodjaeva Sh.Dj., Qosimova M.S., Yusupov M.A. Marketing. Darslik.- Т.: TDIU, 2018.-315 b.; Болтабоев М.Р. Тўқимачилик саноатида маркетинг стратегияси. Монография – Т.: Фан, 2004.; Бобожонов А.Б. Ахборот Маҳсулоти ва хизматлари маркетинг стратегиясини ишлаб чиқиш методологиясини такомиллаштириш 08.00.11 – Маркетинг Иқтисодиёт фанлари доктори (DSc) диссертацияси фвтореферати 2023й. Гафурова Д.Р. Ўзбекистонда ахборот коммуникация технологиялари соҳасида инновацион жараёнларини бошқариш (PhD) Диссертацияси 2021 й. Муминова Г.Б. Ахборот коммуникация хизматлари бозорини ривожлантиришда инновацион маркетинг стратегияларидан фойдаланиш 08.00.11- Маркетинг PhD илмий даражаси

The scientific research of the above-mentioned scientists has its place and critical importance in the works performed in the current direction, but the importance and essence of the development of digital technologies, issues related to changes in technologies, marketing technology, digital customer, digital marketplaces and e-commerce and their different analysis are outside the scope of scientific research that left out. Particularly, the issues of the use of digital marketing technologies by the subjects of the garment, knitting industries are not sufficiently covered. Thus, a necessity to solve this issue has made it possible to choose a research topic and to set goals and objectives.

Relevance of the research with the scientific research directions of higher education institution. The topic of the dissertation research corresponds with the priority research areas of Tashkent State University of Economics conducted within the framework of the project ПЗ-20170928153 within (2018-2020) “The ways to effectively use vertical integration within the framework of innovative development of enterprises”.

The purpose of the research. The purpose of the research is to work out proposals and recommendations on the development of the activity of enterprises on the basis of digital marketing technologies.

The tasks of the research:

to review the conceptual and theoretical aspects of digital marketing technologies concentrated on martech known as marketing technology, digital marketing metaverse under the circumstances of changing digital technologies

to analyze the leading global tendencies on implementing digital marketing

автореферати.2019., Шарифходжаев Ҳ. Ҳ. Ўзбекистон Республикаси оммавий ахборот воситалари бренд бошқаруви услубий ёндашувини такомиллаштириш 08.00.13 – Менежмент ихтисослиги Иқтисод фанлари доктори илмий даражасини олиш учун диссертация, ТДИУ; 2015 й. Yahyojonov N.B. Korxonalarda raqamli marketingdan foydalanishni takomillashtirish 08.00.11 – Marketing iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi avtoreferati 2023. Hakimov Z.A. Engil sanoat korxonalarida raqobatbardoshligini marketing strategiyalari asosida oshirish. 08.00.11- Marketing PhD ilmiy dаражasi avtoreferati.2018. Abdieva D.A. Marketing ёндашувлари asosida tikuv-trikotaj korxonalarida eksport salohiyatini oshirish. 08.00.11- Marketing PhD ilmiy dаражasi avtoreferati.2021. Makhmudov T.O. Moda industriyasini marketing strategiyalari asosida rivojlantirish 08.00.11 – Marketing Iqtisodiyot fanlari bўyicha falsafa doktori (PhD) dissertatsiyasi avtoreferati 2022. Muminova N. M., Marketing strategiyalari asosida tikuv-trikotaj mahsulotlariga talabni shakllantirish va sotishni rag'batlantirish tizimini takomillashtirish 08.00.11– Marketing iqtisodiyot fanlari doktori (DSc) dissertatsiyasi avtoreferati 2023. Isaev P.A. Tўqimachilik sanoatida sifat menejmenti tizimi asosida strategik boshqarishni takomillashtirish metodologiyasi 08.00.13 – Менежмент иқтисодиёт фанлари доктори (DSc) диссертацияси автореферати 2023.

technologies in garment, knitting and apparel enterprises;

to study the experience of the leading countries of the world on the use of digital marketing technologies in garment, knitting industries;

to analyze the use of digital marketing technologies within local garment, knitting and apparel enterprises;

to study the creating digital marketing technologies platformization process including digital textile metaverses for garment, knitting industries of the Republic of Uzbekistan;

to work out of practical proposals for the introduction of systems of using digital marketing technologies in garment, knitting enterprises;

to identify the potential ways of increasing the efficiency of implementing digital marketing technologies and drawing forecasts for the increment of textile exports in garment, knitting and apparel enterprises.

The object of the research is the digital marketing activity of garment, knitting enterprises under Uzbekistan Textile and Garment Industry Association of “O’zto’qimachilik sanoat” of the Republic of Uzbekistan.

The subject of the research. The subject of the research is the economic-social relations arising in enhancement of digital marketing technologies in development of the activity of garment-knitting enterprises.

Methods of the research. The current research methods include a scientific abstracting, statistical analysis, survey, expert evaluation, induction, deduction, correlation and regression, EFA, CFA, SEM analysis, forecasting methods.

Scientific novelties of the research. The scientific novelty of the dissertation research includes the followings:

through the design of effective systems and customer centric platform of communication methods between garment, knitting, textile enterprises, Production Management Systems, Interactive Design System of clothing, garment and textile products and by integrating an integrated system in conducting e-commerce activities for stimulation of sales of garment and textile products has been improved;

the impact of the development of effective digital marketing platforms based for garment, textile enterprise under “O’zto’qimachilik sanoat” association has been improved through the three elements “smart networks”, “smart products” and “smart factories” by comprising a single set of system of “Digital Marketing Metaverse” for garment, textile enterprises;

DMROI analysis which determines the efficiency of tools of digital marketing efforts within the framework of digital marketing activities, by demonstrating the quality of the model for introducing appropriate digital platforms for the use of garment, knitting enterprises as “low efficiency” $(0.000) \leq DMROI \leq (0.330)$, “moderate efficiency” $(0.331) \leq DMROI \leq (0.660)$, “high efficiency” $(0.661) \leq DMROI \leq (1.000)$ levels adequacy of the assessment with current indicators have been justified;

Forecast scenarios until 2030 have been developed on the basis of interrelated trend models of factors affecting the export of textile products in Uzbekistan.

Practical implications of the research include the following:

the main directions of the use of digital platforms by the garment, knitting and textile industries have been determined and based on that the digital marketing platform of “TextileMap” has been created;

the method of applying actions of the use of digital marketing technologies based on digital textile metaverse within the activities of garment, knitting and textile industries has been developed;

the estimation metrics of digital marketing activities of garment, knitting enterprises has been developed as well as the efficiency evaluation system of the development and implementation of digital marketing strategies is proposed;

the prospective ways of broadening the implementation of digital marketing platformization process is defined based on e-commerce platforms, virtual trying-on process, digital clothes creation processes all that can be interconnected through API and AI and estimation of fulfillment level of B2B customers of garment, knitting enterprises;

the practical problems that hinder the effective and efficient operations of garment, knitting and textile enterprises and possible opportunities to implement digital marketing technologies to reinforce the market positions of the current enterprises are defined.

Reliability of the research results. The reliability of the research findings is justified with the fact that the methodological approaches and methods implemented in the current study are obtained from official sources, including the statistical database of the Statistics Agency under the President of the Republic of Uzbekistan and the practical evaluation of the proposed recommendations and conclusions of the research, that are supported with the approval of state structures and Uzbekistan Textile and Garment Industry Association of “O’zto’qimachilik sanoat” of the Republic of Uzbekistan.

Scientific and practical significance of the research results. The scientific significance of the research results is defined with the development of theoretical and conceptual foundations directed on implementing digital marketing technologies in garment, knitting enterprises, as well as the provision of these findings in the development of methodological approaches to improve digital marketing activities of local garment, knitting enterprises in Republic of Uzbekistan. The proposed digital marketing technologies and systems are believed to serve in the development of marketing technologies and its programs for the local enterprises. The research outcomes can be widely implemented in enhancement of the conceptual basis of the enterprises manufacturing garment, knitting products and in the development of economic improvement of digital marketing technologies, strategies and programs of the garment, knitting and textile industries.

The practical significance of the research results can be used in the development of strategies for the development of digital marketing activities by the subjects of the garment, knitting manufacturing sector in the country, in the justification of the parameters of the use of digital marketing technologies as well as in the formation of scientific-methodological resources concentrated on

enhancement of educational programs, textbooks and manuals within the subject area of "Digital marketing" at the higher education institutions.

Implementation of the research results. The following results have been achieved, based on the scientific recommendations and practical implications focused on development of the activity of enterprises on the basis of digital marketing technologies:

through the design of effective systems and customer centric platform of communication methods between garment, knitting, textile enterprises, Production Management Systems, Interactive Design System of clothing, garment and textile products and by integrating an integrated system in conducting e-commerce activities for stimulation of sales of garment and textile products' improvement proposal has been implemented into the activity of Uzbek textile and garment association of "O'zto'qimachilik sanoat" (Reference No. 03/25-922 dated May 24, 2024 of Uzbek textile and garment association of "O'zto'qimachilik sanoat"). As a result of the implementation of the current proposal the revenue level from the sale of products of "MAIRIN LLC" within Uzbek textile and garment association of "O'zto'qimachilik sanoat" increased by 14,7% in 2023 compared to 2022 while the revenue indicator comprised 7455,3 million UZS accordingly in 2022.

the impact of the development of effective digital marketing platforms based for garment, textile enterprise under "O'zto'qimachilik sanoat" association through the three elements "smart networks", "smart products" and "smart factories" by comprising a single set of system of "Digital Marketing Metaverse" for garment, textile enterprises' improvement proposal has been implemented into the activity of Uzbek textile and garment association of "O'zto'qimachilik sanoat" (Reference No. 03/25-922 dated May 24, 2024 of Uzbek textile and garment association of "O'zto'qimachilik sanoat"). As a result of the implementation of the current proposal the export level of garment, textile products of "HAMZA EXPO ART TEKSTIL" company within Uzbek textile and garment association of "O'zto'qimachilik sanoat" increased by 20,7% in 2023 in comparison with 2022 while the export indicator comprised 43469,5 million UZS accordingly in 2022.

DMROI analysis which determines the efficiency of tools of digital marketing efforts within the framework of digital marketing activities, by demonstrating the quality of the model for introducing appropriate digital platforms for the use of garment, knitting enterprises as “low efficiency” $(0.000) \leq DMROI \leq (0.330)$, “moderate efficiency” $(0.331) \leq DMROI \leq (0.660)$, “high efficiency” $(0.661) \leq DMROI \leq (1.000)$ levels adequacy of the assessment with current indicators’ justification proposal has been implemented into the activity of Uzbek textile and garment association of “O’zto’qimachilik sanoati” (Reference No. 03/25-922 dated May 24, 2024 of Uzbek textile and garment association of “O’zto’qimachilik sanoati”). As a result of the implementation of the current proposal the revenue level from the sale of products of “MONOMY LLC” within Uzbek textile and garment association of “O’zto’qimachilik sanoati” increased by 12,9% in 2023 compared to 2022 while the revenue indicator comprised 3841,3 million UZS accordingly in 2022.

Forecast scenarios until 2030 have been developed on the basis of interrelated trend models of factors affecting the export of textile products in Uzbekistan, and the forecast scenarios have been implemented into the activity of Uzbek textile and garment association of “O’zto’qimachilik sanoati” (Reference No. 03/25-922 dated May 24, 2024 of Uzbek textile and garment association of “O’zto’qimachilik sanoati”). The current implemented proposal was used in the development of the development strategy of textile enterprises until 2030 and in the development of forecast indicators of export of the product.

Approbation of the research results. The results of the current research were discussed in total 6 scientific-practical conferences, including 2 republican and 4 international.

Publication of the research results. The scientific publications within the scope of the following dissertation topic were presented in total 13 scientific works, including 3 articles in the journals authorized by the Supreme Attestation Commission of the Republic of Uzbekistan for publication of the results of

dissertation research works, that consists of 2 articles published in republican and 1 article published in international journal and 9 abstracts.

The outline of the dissertation thesis. The dissertation thesis consists of introduction, three chapters, conclusion, references and appendices.

The length of the dissertation consists of 131 pages.