

**TOSHKENT DAVLAT IQTISODIYOT UNIVERSITETI  
HUZURIDAGI ILMIY DARAJALAR BERUVCHI  
DSc.03/30.12.2020.I.16.02 RAQAMLI ILMIY KENGASH**

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**TOSHKENT DAVLAT IQTISODIYOT UNIVERSITETI**

**ALIYEV ABDULAZIZ ISMAILOVICH**

**KORXONALAR FAOLIYATINI RAQAMLI MARKETING  
TEXNOLOGIYALARI ASOSIDA RIVOJLANTIRISH**

**08.00.11 – Marketing**

**Iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi  
AVTOREFERATI**

**Toshkent – 2024**

UO‘K: 339.138:6P2.15.7:658(575.1)

**Iqtisodiyot fanlari bo‘yicha falsafa doktori (PhD) dissertatsiyasi  
avtoreferati mundarijasi**

**Оглавление автореферата диссертации доктора философии (PhD)  
по экономическим наукам**

**Contents of dissertation abstract of the Doctor of Philosophy (PhD)  
in economic sciences**

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**Toshkent – 2024**

Falsafa doktori (PhD) dissertatsiyasi Oliy attestatsiya komissiyasida B2022.2.PhD/Iqt2265 raqam bilan ro'yxatga olingan.

Dissertatsiya Toshkent davlat iqtisodiyot universitetida bajarilgan.

Dissertatsiya avtoreferati uch tilda (o'zbek, ingliz va rus (rezyume)) ilmiy kengashning veb-sahifasi ([www.tsue.uz](http://www.tsue.uz)) va «Ziyonet» axborot-ta'lim portali ([www.ziyonet.uz](http://www.ziyonet.uz)) da joylashtirilgan.

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Dissertatsiya avtoreferati 2024 yil «18» 11 kuni tarqatildi.  
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## KIRISH (falsafa doktori (PhD) dissertatsiyasi annotatsiyasi)

**Dissertatsiyaning dolzarbligi va zarurligi.** Global raqamli marketing bozori 2022-yilda 322,2 milliard AQSh dollariga yetib, jadal rivojlanish va o'sishni amalga oshirdi. Bundan tashqari, ko'pchilik soha mutaxassislari bundan ham kattaroq kengayishni kutishmoqda va bozor 2028-yilda 689,8 milliard AQSh dollari darajasiga yetishi taxmin qilinmoqda va bu o'sish tendensiyasi 2023-yildan 2028-yilgacha bo'lgan davrda CAGR (yillik o'sish sur'ati) 13,62% ni ko'rsatadi<sup>1</sup>. "Jahon banki" ma'lumotlariga ko'ra, raqamli iqtisodiyot jahon yalpi ichki mahsulotining 15 foizdan ortig'ini tashkil etadi va oxirgi o'n yil ichida jahon yalpi ichki mahsulotiga nisbatan 2,5 barobar tezroq o'sdi. Raqamli marketing turli xil ijtimoiy media va raqamli media kanallari orqali xizmatlar yoki mahsulotlarni targ'ib qilishni o'z ichiga oladi, shuningdek, uning foydali vositalariga cost-per-click, elektron pochta, kontent, ta'sir qiluvchi marketing, klik uchun to'lov reklamasi ya'ni PPC kiradi. Raqamli marketingning roli potentsial mijozlarni jalb qilish orqali brend xabardorligini oshirishdan iborat.

Jahonda onlayn xaridlarning mashhurligini oshirish va mijozlarning uzluksiz tajribasini taqdim etishga qaratilgan ko'p kanalli marketingni keng qo'llash orqali jadal rivojlanayotgan elektron tijorat sanoati ham bozor o'sishiga qo'shimcha hissa qo'shmoqda. Xususan, raqamli marketing texnologiyalari keng qo'llash orqali korxonarning faoliyatini kengaytirish va bunda raqamli marketing texnologiyalari bo'lmish sun'iy intellekt (AI), tabiiy tilni qayta ishlash (NLP), buyumlar interneti (IoT), virtual reallik (VR), kengaytirilgan reallik (AR), sensorlar texnologiyasi, blokcheyn, mashinalar orqali o'rganish (machine learning process) jarayoni kabi texnologiyalarni korxonalarining faoliyatiga qo'llash va ular faoliyatini takomillashtirish bo'yicha tadqiqotlar olib borilmoqda.

O'zbekistonda raqamli iqtisodiyot sohalarining huquqiy, me'yoriy asoslarini mustahkamlash, mamlakat iqtisodiyotini raqamli texnologiyalar vositasida yanada mustahkamlash jarayonini izchil davom ettirish borasida ko'plab ishlar amalga oshirilmoqda. Shu nuqtayi nazardan, O'zbekiston Respublikasi Prezidentining 2022-yil 28-yanvardagi PF-60-son "2022-2026-yillarga mo'ljallangan yangi O'zbekistonning Taraqqiyot strategiyasi to'g'risida"gi PF-60-son Farmonida "Raqamli iqtisodiyotni asosiy "drayver" sohaga aylantirib, uning hajmini kamida 2,5 baravar oshirishga qaratilgan ishlarni olib borish", "dasturiy mahsulotlar industriyasi hajmini 5 baravar, ularning eksportini esa 10 baravar oshirib, 500 million AQSH dollariga yetkazish" hamda "to'qimachilik sanoati mahsulotlari ishlab chiqarish hajmini 2 baravarga ko'paytirish shuningdek, milliy va xorijiy brenddagi tayyor mahsulot eksporti hajmini 2026-yilda 5 mlrd AQSH dollariga yetkazish masalasi belgilangan<sup>2</sup>. Shu bilan birga, raqamli marketing

<sup>1</sup> 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.>

<sup>2</sup> The Impact of Digital Economy on the Economic Growth and the Development Strategies in the post-COVID-19 Era: Evidence from Countries Along the "Belt and Road" <https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2022.856142/full>.

texnologiyalari, uning elementlari, raqamli marketing tizimlari O‘zbekiston Respublikasi iqtisodiyotining ko‘plab tarmoqlarida yaxshi joriy etilmagan. Birinchi navbatda, mamlakatimizning to‘qimachilik, tikuv-trikotaj sanoatida raqamli marketing texnologiyalarini joriy etish sust rivojlanayotgani yoki kam rivojlanganligi tikuv-trikotaj, to‘qimachilik mahsulotlarini raqamli marketing platformalari ko‘magida va onlayn savdo orqali sotishda muayyan muammolarni keltirib chiqarmoqda. Shu bois, joriy sohada raqamli marketing texnologiyalarini muvaffaqiyatli joriy etish tikuv-trikotaj, to‘qimachilik mahsulotlarini onlayn savdosini sezilarli darajada oshirishga va natijada eksport darajasini ham oshirishga olib kelishi mumkin.

O‘zbekiston Respublikasi Prezidentining 2022-yil 28-yanvardagi PF-60-son “2022-2026-yillarga mo‘ljallangan Yangi O‘zbekistonning Taraqqiyot strategiyasi to‘g‘risida”, 2015-yil 22-maydagi yildagi O‘RQ-385-son “Elektron tijorat to‘g‘risida”gi O‘zbekiston respublikasining qonuni, 2018-yil 21-noyabrdagi PQ-4022-son “Raqamli iqtisodiyotni rivojlantirish maqsadida raqamli infratuzilmani yanada modernizatsiya qilish chora-tadbirlari to‘g‘risida”, 2020-yil 5-oktyabrdagi PQ-6079-son “Raqamli O‘zbekiston-2030” strategiyasini tasdiqlash va uni samarali amalga oshirish chora-tadbirlari to‘g‘risida”gi qarorlari 2020-yil 5-maydagi PQ-4707 “Eksport faoliyatini yanada qo‘llab-quvvatlash chora-tadbirlari to‘g‘risida”gi, qarorlari 2022-yil 21-yanvardagi PF-53 “To‘qimachilik va trikotaj korxonalarini tomonidan yuqori qo‘shimcha qiymatga ega tayyor mahsulotlarni chuqur qayta ishlash va ishlab chiqarish hamda eksportini rag‘batlantirish” to‘g‘risidagi farmonlari va mazkur sohaga tegishli boshqa me‘yoriy-huquqiy hujjatlarda belgilangan vazifalarni amalga oshirishda ushbu tadqiqot natijalari muayyan darajada xizmat qiladi.

**Tadqiqotning respublikada fan va texnologiyalari rivojlani-shining ustuvor yo‘nalishlariga mosligi.** Dissertatsiya mavzusi Respublika fan va texnologiyalari rivojlanishining I. “Demokratik-huquqiy jamiyatni ma‘naviy-axloqiy va madaniy rivojlantirish, innovatsion iqtisodiyotni shakllantirish” ustuvor yo‘nalishiga mos keladi.

**Muammoning o‘rganilganlik darajasi.** Raqamli marketing sohasiga ko‘plab tadqiqotchilar hissa qo‘shganlar va raqamli marketing texnologiyalari, shuningdek, raqamli marketing texnologiyalarini korxonalar, biznesning raqamli marketing strategiyalariga qo‘llash bo‘yicha juda ko‘p ilmiy va amaliy ishlar ishlab chiqilgan, jumladan, 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.M.<sup>3</sup>

MDH mamlakatlari olimlari shu jumladan Bozhuk S.G., Kovalik L.N., Maslova T.D., Dolgov V, Mann I, Sukhov S, Gromov O.V., Kurasova M.A., Shishlo S.V.<sup>4</sup> joriy sohada ilmiy izlanishlar olib boranlar va raqamli marketing

<sup>3</sup> 2020-yil 5-oktabrdagi PQ-6079-son “Raqamli O‘zbekiston-2030” strategiyasini tasdiqlash <https://lexuz/docs/-5030957#-5032005>.

<sup>4</sup> 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,

strategiyalaridan foydali, shuningdek, internet-marketing instrumentlari va raqamli marketing texnologiyalaridan foydalanishni yaxshilashga katta hissa qoʻshganlar.

Oʻzbekistonda marketing sohasini, shuningdek raqamli marketing texnologiyalarini rivojlantirish hamda toʻqimachilik, tikuv-trikotaj sanoatida marketingni sohasini rivojlantirishning umumiy jihatlari L.T. Abduxalilova, M.A. Ikramov, M.Q. Pardayev, M.R. Boltaboyev, Sh.Dj. Ergashxodjayeve, M.S. Qosimova, M. Yusupov, U.U. Sharifxodjayeve, Z.A. Hakimov, G.B. Moʻminova, A.B. Bobojonov, D.R. Gʻofurova, N.B. Yahyoxonov, D.A. Abdiyeva, T.O. Mahmudov, R.A. Isayev, N.M. Moʻminova<sup>5</sup> kabi qator mahalliy olimlarning ishlarida oʻz ifodasini topadi.

Yuqorida zikr etilgan olimlarning ilmiy izlanishlari hozirgi yoʻnalishda amalga oshirilayotgan ishlarda oʻz oʻrni va tanqidiy ahamiyatiga ega boʻlsa-da, raqamli texnologiyalarni rivojlantirishning ahamiyati va mohiyati, texnologiyalarning oʻzgarishi bilan bogʻliq masalalar, marketing texnologiyasi, raqamli mijoz, raqamli bozorlar va elektron tijorat va ularning turli xil tahlillari

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H., Setiawan. I. (2021). Marketing 5.0 Technology for Humanity. John Wiley & Sons, Inc. p. 221, Malhotra. N. (2020) Marketing research: An applied approach, 7th Edition, Global edition, Pearson Education Limited. p.890., Jones. A.T., 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. 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.

<sup>5</sup> 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.Sharifxodjayeve, Z.Hakimov. Interaktiv va raqamli marketing. Oʻquv qoʻllanma. – 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.; Муминова Г.Б., Шарифходжаев У. У. Ахборот коммуникация хизматлари бозорини ривожлантиришда инновацион маркетинг стратегияларидан фойдаланиш 08.00.11- Маркетинг PhD илмий даражаси автореферати.2019., 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. Гафурова Д.Р. Ўзбекистонда ахборот коммуникация технологиялари соҳасида инновацион жараёнларини бошқариш (PhD) Диссертацияси 2021 й. Бобожонов А.Б. Ахборот Махсулоти ва хизматлари маркетинг стратегиясини ишлаб чиқиш методологиясини такомиллаштириш 08.00.11 – Маркетинг Иқтисодиёт фанлари доктори (DSc) диссертацияси автореферати 2023й. Yahyoxonov N.B. Korxonalarda raqamli marketingdan foydalanishni takomillashtirish 08.00.11 – Marketing iqtisodiyot fanlari boʻyicha falsafa doktori (PhD) dissertatsiyasi avtoreferati 2023. Hakimov Z.A. Engil sanoat korxonalarini raqobatbardoshligini marketing strategiyalari asosida oshirish. 08.00.11- Marketing PhD илмий даражаси автореферати.2018. Абдиева Д.А. Маркетинг ёндашувлари асосида тикув-трикотаж корхоналари экспорт салоҳиятини ошириш. 08.00.11- Marketing PhD илмий даражаси автореферати.2021. Махмудов Т.О. Мода индустриясини маркетинг стратегиялари асосида ривожлантириш 08.00.11 – Маркетинг Иқтисодиёт фанлари бўйича фалсафа доктори (PhD) диссертацияси автореферати 2022. Исаев Р.А. Тўқимачилик саноатида сифат менежменти тизими асосида стратегик бошқаришни такомиллаштириш методологияси 08.00.13 – Менежмент иқтисодиёт фанлари доктори (DSc) диссертацияси автореферати 2023. Muminova N.M., Marketing strategiyalari asosida tikuv-trikotaj mahsulotlariga talabni shakllantirish va sotishni ragʻbatlantirish tizimini takomillashtirish 08.00.11–Marketing iqtisodiyot fanlari doktori (DSc) dissertatsiyasi avtoreferati 2023

yetarli darajada o'rganilmagan. Xususan, tikuv-trikotaj tarmoqlari subyektlari tomonidan raqamli marketing texnologiyalaridan foydalanish masalalari yetarli darajada yoritilmagan. Ushbu muammoni hal etish zarurati tadqiqot mavzusini tanlash, maqsad va vazifalarni belgilashga imkoniyat yaratdi.

**Dissertatsiya mavzusining dissertatsiya bajarilayotgan oliy ta'lim muassasasining ilmiy-tadqiqot ishlari rejalari bilan bog'liqligi.** Tadqiqot ishi Toshkent davlat iqtisodiyot universitetining ilmiy tadqiqot ishlari rejasiga muvofiq II3-20170928153 "Korxonalarni innovatsion rivojlanish sharoitida vertikal integratsiyadan samarali foydalanish yo'llari" (2018-2020) mavzusidagi amaliy loyiha doirasida bajarilgan.

**Tadqiqotning maqsadi** tikuv-trikotaj korxonalarida raqamli marketing texnologiyalaridan foydalanish bo'yicha taklif va tavsiyalar ishlab chiqishdan iborat.

**Tadqiqotning vazifalari:**

marketing texnologiyasi, raqamli marketing metagalaktikasi (metaverse) deb nomlanuvchi marketing texnologiyasi (martech) ga yo'naltirilgan raqamli marketing texnologiyalarining kontseptual va nazariy jihatlarini ko'rib chiqish;

tikuv-trikotaj va to'qimachilik korxonalarida raqamli marketing texnologiyalarini joriy etish bo'yicha yetakchi jahon tendensiyalarini tahlil qilish;

jahonning yetakchi davlatlarining tikuv-trikotaj sanoatida raqamli marketing texnologiyalaridan foydalanish tajribasini o'rganish;

mahalliy tikuv-trikotaj va to'qimachilik korxonalarida raqamli marketing texnologiyalaridan foydalanish holati tahlili;

raqamli marketing texnologiyalarini platformalashtirish jarayonini, shu jumladan, O'zbekiston Respublikasi tikuv-trikotaj va to'qimachilik sanoati uchun raqamli to'qimachilik metagalaktikasi (metaverse) ni yaratishni o'rganish;

tikuv-trikotaj va to'qimachilik korxonalarida raqamli marketing texnologiyalaridan foydalanish tizimini joriy etish bo'yicha amaliy takliflar ishlab chiqish;

tikuv-trikotaj va to'qimachilik korxonalarida raqamli marketing texnologiyalarini joriy etish samaradorligini oshirishning potentsial yo'llarini aniqlash va to'qimachilik mahsulotlari eksportini oshirish bo'yicha prognoz parametrlarni ishlab chiqish.

**Tadqiqotning obyekti** sifatida "O'zto'qimachiliksanoat" uyushmasi tasarrufidagi tikuv-trikotaj korxonalarining raqamli marketing faoliyati olingan.

**Tadqiqot predmeti** bo'lib tikuv-trikotaj korxonalarida raqamli marketing texnologiyalarini foydalanish bilan bog'liq bo'lgan iqtisodiy-ijtimoiy jarayonlar hisoblanadi.

**Tadqiqotning usullari.** Tadqiqotda ilmiy abstraktlashtirish, statistik tahlil, so'rov, ekspert baholash, induksiya, deduksiya, korrelyatsiya va regressiya hamda, EFA, CFA, SEM tahlili, prognozlash usullaridan foydalanilgan.

**Tadqiqotning ilmiy yangiligi** quyidagilardan iborat:

tikuv-trikotaj, to'qimachilik mahsulotlari ishlab chiqaruvchi korxonalar o'rtasidagi aloqa usullarining samarali elektron tizimlari va mijozlarga yo'naltirilgan platformani loyihalash orqali kiyim-kechak, tikuv-trikotaj, to'qimachilik mahsulotlarini ishlab chiqarishni boshqarish tizimlari, interaktiv



dizayn tizim va to'qimachilik mahsulotlarini sotishni rag'batlantirish uchun elektron tijorat faoliyatini olib borishdagi integratsiyalashgan tizimni o'zaro birlashtirish orqali takomillashtirilgan;

“O'zto'qimachilik sanoat” uyushmasi qoshidagi tikuv-trikotaj, to'qimachilik korxonalarini uchun samarali raqamli marketing platformalarini ishlab chiqishning ta'siri “aqli tarmoqlar”, “aqli ishlab chiqarish” va “aqli korxonalar” uch elementi orqali tikuv-trikotaj, to'qimachilik korxonalariga “Raqamli marketing metagallaktika” (Digital Marketing Metaverse) yagona tizimini joriy etish orqali takomillashtirilgan;

raqamli marketing faoliyati doirasidagi raqamli marketing sa'y-harakatlari vositalarining samaradorligini aniqlaydigan DMROI tahlili sifatida tikuv-trikotaj korxonalarida foydalanish uchun tegishli raqamli platformalarni joriy etish modeli sifatini namoyish etish orqali “past samaradorlik”  $(0,000) \leq DMROI \leq (0,330)$ , “o'rtacha samaradorlik”  $(0,331) \leq DMROI \leq (0,660)$ , “yuqori samaradorlik”  $(0,661) \leq DMROI \leq (1,000)$  darajalarini baholashning joriy ko'rsatkichlar bilan muvofiqligini ta'minlash asoslangan;

O'zbekistonda to'qimachilik mahsulotlari eksportiga ta'sir etuvchi omillarning o'zaro bog'liq bo'lgan trend modellari asosida 2030 yilgacha prognoz ko'rsatkichlari ishlab chiqilgan.

**Tadqiqotning amaliy natijalari** quyidagilardan iborat:

tikuv-trikotaj va to'qimachilik sanoatining raqamli platformalardan foydalanishning asosiy yo'nalishlari belgilab olingan va shu asosda “TextileMap” raqamli marketing platformasi yaratilgan;

tikuv-trikotaj va to'qimachilik sanoati faoliyatida raqamli to'qimachilik metagalaktikasiga (metaverse)ga asoslangan raqamli marketing texnologiyalaridan foydalanish bo'yicha harakatlarni qo'llash usuli ishlab chiqilgan;

raqamli marketing strategiyalarini ishlab chiqish, amalga oshirish va samaradorligini baholash tizimi taklif etilgan;

API (amaliy dastur interfeysi va AI (sun'iy intellekt) orqali o'zaro bog'lanishi mumkin bo'lgan elektron tijorat platformalari, trikotaj mahsulotini virtual kiyib ko'rish jarayoni, raqamli kiyimlarni yaratish jarayonlari va B2B mijozlarini ehtiyojlarini qondirish darajasini baholash asosida raqamli marketingni platformalashtirish jarayonini amalga istiqbolli yo'llari belgilangan;

tikuv-trikotaj va to'qimachilik korxonalarining samarali va samarali faoliyatiga to'sqinlik qilayotgan amaliy muammolar hamda joriy korxonalarining bozordagi o'rnini mustahkamlash uchun raqamli marketing texnologiyalarini joriy etish mumkin bo'lgan imkoniyatlari belgilab berilgan.

**Tadqiqot natijalarining ishonchliligi.** Tadqiqot natijalarining ishonchliligi joriy tadqiqotda qo'llanilgan uslubiy yondashuvlar va usullar rasmiy manbalardan, jumladan, O'zbekiston Respublikasi Prezidenti huzuridagi Statistika agentligining statistik ma'lumotlar bazasidan olinganligi, “O'zto'qimachilik sanoat” uyushmasining rasmiy ma'lumotlaridan va ushbu tadqiqot natijalariga amaliy baho berilganligi bilan asoslanadi.

**Tadqiqot natijalarining ilmiy va amaliy ahamiyati.** Tadqiqot natijalarining ilmiy ahamiyati raqamli marketing texnologiyalarini tikuv-trikotaj korxonalarida joriy etishga qaratilgan nazariy va kontseptual asoslarni ishlab chiqish, O'zbekiston Respublikasida mahalliy tikuv-trikotaj korxonalarining raqamli marketing faoliyatini

takomillashtirish bo'yicha uslubiy yondashuvlar, shuningdek, ushbu xulosalarni ishlab chiqishda taqdim etish bilan belgilanadi. Tadqiqot natijalari tikuv-trikotaj mahsulotlari ishlab chiqaruvchi korxonalarining kontseptual asoslarini takomillashtirish va raqamli marketing texnologiyalarini iqtisodiy takomillashtirish, tikuv-trikotaj va to'qimachilik sanoatining strategiya va dasturlarini ishlab chiqishda keng qo'llanilishi mumkinligi bilan asoslanadi.

Tadqiqot natijalarining amaliy ahamiyati mamlakatimizda tikuv-trikotaj ishlab chiqarish sektori sub'yektlari tomonidan raqamli marketing faoliyatini rivojlantirish strategiyalarini ishlab chiqishda, raqamli marketing texnologiyalaridan foydalanish parametrlarini asoslashda foydalanish mumkin, shuningdek, oliy ta'lim muassasalarida "Raqamli marketing" fanidan darslik va o'quv qo'llanmalar tayyorlashda foydalanish mumkinligi bilan izohlanadi.

**Tadqiqot natijalarining joriy qilinishi.** Raqamli marketing texnologiyalari asosida korxonalar faoliyatini rivojlantirishga qaratilgan ilmiy tavsiyalar va amaliy natijalar asosida:

tikuv-trikotaj, to'qimachilik mahsulotlari ishlab chiqaruvchi korxonalar o'rtasidagi aloqa usullarining samarali elektron tizimlari va mijozlarga yo'naltirilgan platformani loyihalash orqali kiyim-kechak, tikuv-trikotaj, to'qimachilik mahsulotlarini ishlab chiqarishni boshqarish tizimlari, interaktiv dizayn tizim va to'qimachilik mahsulotlarini sotishni rag'batlantirish uchun elektron tijorat faoliyatini olib borishdagi integratsiyalashgan tizimni o'zaro birlashtirish orqali takomillashtirilgan usuli "O'zto'qimachilik sanoat" uyushmasi tomonidan amaliyotga joriy etilgan. ("O'zto'qimachilik sanoat" uyushmasi 2024-yil 3-maydagi, № 03/25-922-son ma'lumotnomasi). Mazkur ilmiy yangilikni amaliyotga joriy etilishi natijasida "O'zto'qimachilik sanoat" uyushmasi tarkibidagi "MAIRIN" MChJning mahsulotlarni sotishdan tushgan daromadlar 2023-yilda 2022-yilga nisbatan 14,7 foizga oshgan va daromad ko'rsatkichi 2022-yilda 7455,3 mln.so'mni tashkil etgan.

"O'zto'qimachilik sanoat" uyushmasi qoshidagi tikuv-trikotaj, to'qimachilik korxonalarini uchun samarali raqamli marketing platformalarini ishlab chiqishning ta'siri "aqlli tarmoqlar", "aqlli ishlab chiqarish" va "aqlli korxonalar" uch elementi orqali tikuv-trikotaj, to'qimachilik korxonalariga "Raqamli marketing metagallaktika" (Digital Marketing Metaverse) yagona tizimini joriy etish orqali takomillashtirilgan usuli "O'zto'qimachilik sanoat" uyushmasi tomonidan amaliyotga joriy etilgan. ("O'zto'qimachilik sanoat" uyushmasi 2024-yil 3-maydagi, № 03/25-922-son ma'lumotnomasi). Mazkur ilmiy yangilikni amaliyotga joriy etilishi natijasida "O'zto'qimachilik sanoat" uyushmasi tarkibidagi "HAMZA EXPO ART TEKSTIL" korxonasining tikuvchilik, to'qimachilik mahsulotlari eksporti darajasi 2023-yilda 2022-yilga nisbatan 20,7 foizga oshgan va eksport ko'rsatkichi 2022-yilda 43469,5 mln.so'mni tashkil etgan.

raqamli marketing faoliyati doirasidagi raqamli marketing sa'y-harakatlari vositalarining samaradorligini aniqlaydigan DMROI tahlili sifatida tikuv-trikotaj korxonalarida foydalanish uchun tegishli raqamli platformalarni joriy etish modeli sifatini namoyish etish orqali "past samaradorlik"  $(0,000) \leq DMROI \leq (0,330)$ , "o'rtacha samaradorlik"  $(0,331) \leq DMROI \leq (0,660)$ , "yuqori samaradorlik"  $(0,661) \leq DMROI \leq (1,000)$  darajalarini baholashning joriy ko'rsatkichlar bilan muvofiqligini ta'minlash asoslanganligi taklifi "O'zto'qimachilik sanoat" uyushmasi

tomonidan amaliyotga joriy etilgan. (“O‘zto‘qimachilik sanoat” uyushmasi 2024-yil 3-maydagi, № 03/25-922-son ma’lumotnomasi). Mazkur ilmiy yangilikni amaliyotga joriy etilishi natijasida “O‘zto‘qimachilik sanoat” uyushmasi tarkibidagi “MONOMY” MChJning mahsulotlarni sotishdan tushgan daromadlar darajasi 2023-yilda 2022-yilga nisbatan 12,9 foizga oshgan va daromad ko‘rsatkichi 2022-yilda 3841,3 mln.so‘mni tashkil etgan.

O‘zbekistonda to‘qimachilik mahsulotlari eksportiga ta’sir etuvchi omillarning o‘zaro bog‘liq bo‘lgan trend modellari asosida 2030 yilgacha prognoz ko‘rsatkichlari taklifi “O‘zto‘qimachilik sanoat” uyushmasi tomonidan amaliyotga joriy etilgan. (“O‘zto‘qimachilik sanoat” uyushmasi 2024-yil 3-maydagi, № 03/25-922-son ma’lumotnomasi). Mazkur ilmiy yangilikni amaliyotga joriy etilishi natijasida mazkur taklif to‘qimachilik korxonalarining 2030 yilgacha bo‘lgan davrdagi rivojlanish strategiyasini ishlab chiqishda va mahsulot eksportining prognoz ko‘rsatkichlarini ishlab chiqishda foydalanilgan.

**Tadqiqot natijalarini aprotatsiyasi.** Mazkur tadqiqot natijalari, 6 ta ilmiy-amaliy konferensiyalar, shu jumladan 2 ta respublika va 4 ta xalqaro anjumanlarida muhokamadan o‘tkazilgan va ma’qullangan.

**Tadqiqot natijalarining e’lon qilinganligi.** Dissertatsiya mavzusi bo‘yicha jami 13 ta ilmiy ish, shu jumladan 3 ta mahalliy jurnallarda, 1 ta xalqaro jurnalda maqola, 9 ta ma’ruza tezislari chop qilingan.

**Dissertatsiyaning tuzilishi va hajmi.** Dissertatsiya tarkibi kirish, uchta bob, xulosa, foydalanilgan adabiyotlar ro‘yxati va ilovalardan iborat bo‘lib, uning hajmi 131 betni tashkil etgan.

## DISSERTATSIYANING ASOSIY MAZMUNI

Dissertatsiyaning **kirish** qismida dissertatsiya mavzusining dolzarbligi va zarurligiga e’tibor qaratilgan, tadqiqotning maqsadi va vazifalarini tavsiflangan, tadqiqot ob’yekti va predmetini belgilangan, tadqiqotning fan va texnikaning ustuvor yo‘nalishlari bilan dolzarbligini asoslashlangan, hamda tadqiqotning ilmiy yangiligi, amaliy natijalari va tadqiqot natijalarining amaliyotga joriy etilishi, nashr qilingan ishlar va dissertatsiya tuzilishi to‘g‘risidagi ma’lumotlar keltirilgan.

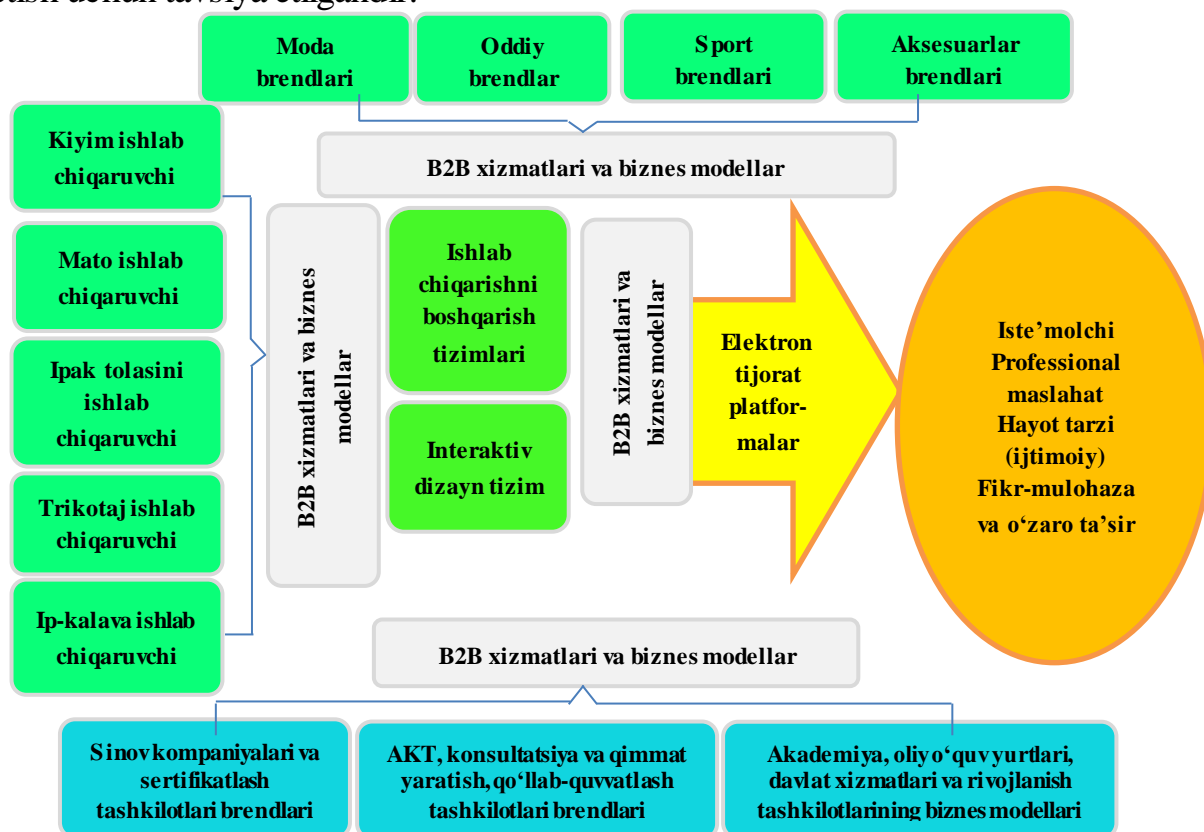
Dissertatsiyaning **“Korxonalar faoliyatini rivojlantirishda raqamli marketing texnologiyalaridan foydalanishning nazariy va uslubiy asoslari” deb nomlangan birinchi bobida** korxonalar faoliyatida raqamli marketing texnologiyalaridan foydalanishning ilmiy-nazariy jihatlarini yoritilgan. Korxonalarda raqamli marketing texnologiyalarini ishlab chiqish va joriy etishning uslubiy jihatlarini ochib berilgan. Yengil sanoat korxonalarida amaliyotida raqamli marketing texnologiyalaridan foydalanish bo‘yicha jahon kompaniyalari tajribalaridan foydalanish yo‘llari o‘rganilgan.

So‘nggi o‘n yilliklarda qo‘llanilgan raqamli transformatsiya va joriy atama korxonalar, kompaniyalar raqamli inqilob va raqamli transformatsiya natijasida olib kelingan o‘zgarishlarni qanday qabul qilgani yoki ularni e’tiborsiz qoldirganligi, mijozlarning ehtiyojlarini rivojlanishi bilan bog‘liq yirik biznesni yaxshilash uchun raqamli texnologiyalardan foydalanishni o‘z ichiga oladi.

Muallif nuqtai nazaridan, raqamli marketing - bu raqamli marketing maqsadlariga erishish uchun turli xil raqamli marketing texnologiyalari yordamida mijozlarni jalb qilish, ularga xizmat ko'rsatish va saqlashga qaratilgan faoliyat bo'lib hisoblanadi.

Jahon tajribasiga ko'ra, raqamli dunyo va raqamli biznesda doimo mijozlarga yo'naltirilgan bo'lish uchun yangi biznes modellarini shakllantirish lozimdir, shuningdek, raqamli marketing texnologiyalari bilan o'zaro bog'liq bo'lib hisoblanadi, chunki raqamli transformatsiya texnologiyaga emas, balki tashkilotlar, kompaniyalar va korxonalarda texnologiyalardan strategik foydalanishga qaratilgan.

Tikuv-trikotaj, va to'qimachilik korxonalarini boshqa kompaniyalar bilan bir qatorda yangi raqamli biznes modellariga transformatsiya qilish orqali ishchi kuchi samaradorligini oshirish va mijozlar tajribasini individuallashtirish orqali maqsadlarga erishishlari mumkin (Schwertner, 2017)<sup>6</sup>. Grafik (1-rasm)dan ko'rinib turibdiki, taqdim etilgan model O'zbekiston tikuv-trikotaj, to'qimachilik korxonalariga katta muvaffaqiyatlar olib keladi va muallif tomonidan "O'zto'qimachilik sanoat" uyushmasi tarkibiga kiruvchi tikuv-trikotaj, to'qimachilik korxonalarini tomonidan joriy etish uchun tavsiya etilgandir.



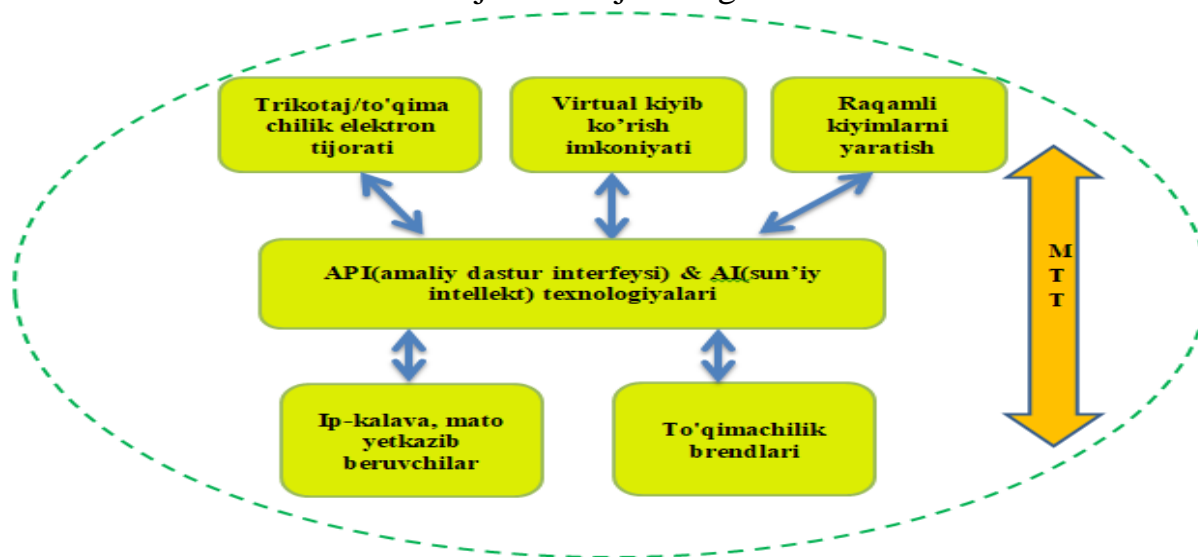
**1-rasm. Tikuv-trikotaj, to'qimachilik sanoati uchun elektron va mijozlarga yo'naltirilgan platforma modeli<sup>7</sup>**

Chunki mahalliy korxonalarining aksariyati hali ham texnologik taraqqiyotdan ortda qolmoqda yoki ilg'or texnologiyalar mavjudligiga hali ham e'tibor bermay, ba'zan texnologiyalarga o'tishni istamaydi yoki ularni to'liq tushuna olmaydilar.

<sup>6</sup> Schwertner, K. Digital transformation of business. Trakia J. Sci. 2017, 15, 388–393. [CrossRef].

<sup>7</sup> Muallifning Florida universitetining "Yangi kiyim modeli uchun integratsiyalangan raqamli platforma" modeliga asoslangan ishi <https://www.hb.se/en/About-UB/Current/News-archive/2018/January/Integrated-digital-platform-for-a-new-clothing-business-model/>.

Raqamli marketing platformalari tikuv-trikotaj, kiyim-kechak va to‘qimachilik kompaniyalari farovonligiga katta ta‘sir ko‘rsatib, so‘nggi moda tendensiyalariga e‘tiborni qaratdi, shuningdek, raqamli texnologiyalarni rivojlanishi bilan birga moda marketingi ko‘p yillar davomida rivojlangan bo‘lsa-da, yuzaga kelgan qiyinchiliklar moda sohasida katta ma‘lumotlar big data bilan ishlash zaruratini yuzaga keltirdi. Xususan, Facebook platformasidagi biron narsa yoki brendni afzal ko‘rishlar, sharhlar, mijozlarning o‘zaro bir-biri bilan ulashishlar shular jumlasidandir va Facebook kompaniyasi ham o‘z platformasini “Meta” deb nomlagan holda raqamli metagalaktikalarga, metaversega katta e‘tibor qaratmoqda. Pinterest, Instagram kabi rasmga asoslangan yaxshi rivojlangan platformalar kiyim-kechak, trikotaj sanoatida mijozlarning mahsulotlarga munosabati ta‘sirini o‘lchashda jadal rivojlanishiga ta‘sir ko‘rsatdi.



**2-rasm. Raqamli marketingni platformalashtirish jarayoni (Raqamli marketing metagalaktikasi modeli (metaverse))<sup>8</sup>**

2-rasmdan ko‘rinib turibdiki, raqamli marketingni platformalashtirish jarayoni tikuv-trikotaj korxonalari, kiyim-kechak ishlab chiqaruvchilar, uning sotuvchilari va to‘qimachilik brendini ishlab chiquvchilar uchun katta qulaylik yaratishi mumkin, chunki u virtual bozorlarni va raqamli kiyimlarni simulyatsiya qilish jarayonlarini yaratishi mumkin, xususan, API (amaliy dastur interfeysi) va AI (sun‘iy intellekt) tizimlari orqali o‘zaro bog‘lanishi mumkin bo‘lgan elektron tijorat platformalari, virtual sinov jarayoni, raqamli kiyimlarni yaratish jarayonlari va faoliyatlari juda oson bajarilishi mumkin, chunki korxonalar ichida kiyim-kechaklarni ishlab chiqish uchun katta vaqt talab etiladi. To‘qimachilik brendini ishlab chiqish ham juda qiyin bo‘lishi mumkin hamda API (amaliy dastur interfeysi) va AI (sun‘iy intellekt) tufayli to‘qimachilik sohalaridagi barcha xatti-harakatlar shu raqamli marketing va raqamli to‘qimachilik texnologiyalari orqali amalga oshirilishi mumkin, hamda yetkazib beruvchilar bilan aloqa ham osonlik bilan amalga oshirilishi mumkin, chunki bu kiyim-kechak ishlab chiqarish xarajatlarini kamaytirishga yordam beradi, hamda mijozlar MTT (mahalliy to‘lov

<sup>8</sup>Muallif ishlanmasi

tizimlari) Click, Payme, Uzum, Oson va UPay yordamida kiyim-kechak, to‘qimachilik mahsulotlarini xarid qilishlari mumkin.

Undan tashqari, eksport bo‘yicha yetakchi, lider hali ham Xitoy davlati bo‘lib qolmoqda va Yevropa Ittifoqidagi ikkinchi yirik yetakchi Italiya va xuddi shunday uning izdoshi bolib Buyuk Britaniya hisoblanadi, Xitoyning izdoshlari esa Hindiston, Bangladesh va Turkiya kabi davlatlar hisoblanishi mumkin. AQShda esa to‘qimachilik eksportining biroz o‘zgaruvchan ko‘rsatkichlarga ega ekanligi kuzatilmoqda. Jahon amaliyotida raqamli marketing texnologiyalari va uning asosiy vositalarini tikuv-trikotaj va to‘qimachilik korxonalarida Bangladesh va Pokiston davlatlarining biznes operatsiyalariga joriy etishda raqamli marketing texnologiyalari va vositalari muvaffaqiyatli joriy etilganligini ko‘rish mumkin. Bangladesh to‘qimachilik tarmoqlari qidiruv tizimini optimallashtirish vositalari, SEO, SMM, Kontent marketingi va boshqalarni muvaffaqiyatli joriy qilgan bo‘lsa, Pokistonda raqamli marketing texnologiyalari, jumladan veb-saytlar, elektron pochta, elektron bannerlar, homiylik havolalari keng joriy etilgandir va ular kiyim ishlab chiqarish jarayoni bilan o‘zaro bog‘liq bo‘lib hisoblanadi.

Dissrtatsiyaning **“Tikuv-trikotaj korxonalarida raqamli marketing texnologiyalaridan foydalanish xolati tahlili”** deb nomlangan ikkinchi bobida O‘zbekiston to‘qimachilik bozori va uning rivojlanish tendensiyalari hamda yengil sanoat korxonalarining raqamli marketing faoliyati holati tahlil qilingan. To‘qimachilik korxonalarida raqamli marketing texnologiyalaridan foydalanishga tikuv-trikotaj korxonalarini rahbarlarining, menejerlari munosabati o‘rganilgan. Yengil sanoat korxonalarida raqamli marketing texnologiyalaridan foydalanish, ularning samaradorligi ekonometrik modellashtirish asosida tahlil qilingan.

O‘zbekiston to‘qimachilik, tikuv-trikotaj sanoati ko‘p yillar davomida rivojlangan va u hali ham to‘qimachilik sohasidagi ko‘plab o‘zgarishlar, xaridorlarning xohish-istaklarining o‘zgarishi, moda o‘zgarishi va eng muhimi, ko‘plab sanoat tarmoqlarini inqilobini keltirib chiqaruvchi texnologik o‘zgarishlar tufayli faol rivojlanmoqda, mamlakatlar, jumladan, O‘zbekistonda “O‘zto‘qimachilik sanoat” uyushmasining xissasi soha rivojida izchil ro‘l o‘ynamoqda, hamda hozirda, uyushmaga 7000 dan ortiq a‘zo korxonalar va mahalliy to‘qimachilik, tikuv-trikotaj korxonalarini elektron tijorat platformalarini tadbiiq etish ustida faol ishlamoqda va tikuv-trikotaj, to‘qimachilik mahsulotlarini onlayn-do‘konlar orqali sotmoqda, Wildberries onlayn-giganti O‘zbekistonda o‘zining filiali va vakolatxonasini ochgan. Biroq, asosan AQSh va Yevropada faoliyat yurituvchi Amazon.com onlayn-chakana gigantlari, shuningdek, Xitoy bozorlarida faoliyat yurituvchi Alibaba.com nomi bilan tanilgan AliExpress, mamlakatda mavjud emas, bu ham mijozlar uchun yaxshi sharoit yaratishi mumkindir, hamda Uzum.uz, bulavka.uz, mato.uz, fratelli casa, uzbtexile.com, shoptexile.uz va boshqa bir qator mahalliy onlayn va elektron tijorat provayderlari uchun raqobat yaratadi va uyushma bir nechta sektorlarni o‘z ham ichiga oladi. Shuningdek, to‘qimachilik sohasining O‘zbekiston yalpi ichki mahsulotidagi ulushi 2018-yilda atigi 4 foizni tashkil etgan bo‘lsa, 2019-yilda 4,6 foizga o‘sgan, bugungi kunda bu ko‘rsatkich 2022-yilga borib 8 foizni tashkil etgan.

Jumladan, yengil sanoat ko‘rsatkichlari 2022-yilda 62,75 milliard so‘mga, 2021-yilda 52,37 milliard so‘mga, 2019-yilda 31,7 milliard so‘mga ko‘paydi, bu

ko'rsatkich 2016-yilga nisbatan atigi 18,6 milliard so'm edi. Binobarin, 2016-yilga nisbatan 2022-yilga nisbatan ko'rsatkichlar 2022-yilda 3,37 barobarga, 2021-yilda esa mos ravishda 2,81 barobarga oshgan.

### 1-jadval.

#### O'zbekistonda yengil sanoat mahsulotlarini ishlab chiqarish ko'rsatkichlari<sup>9</sup>

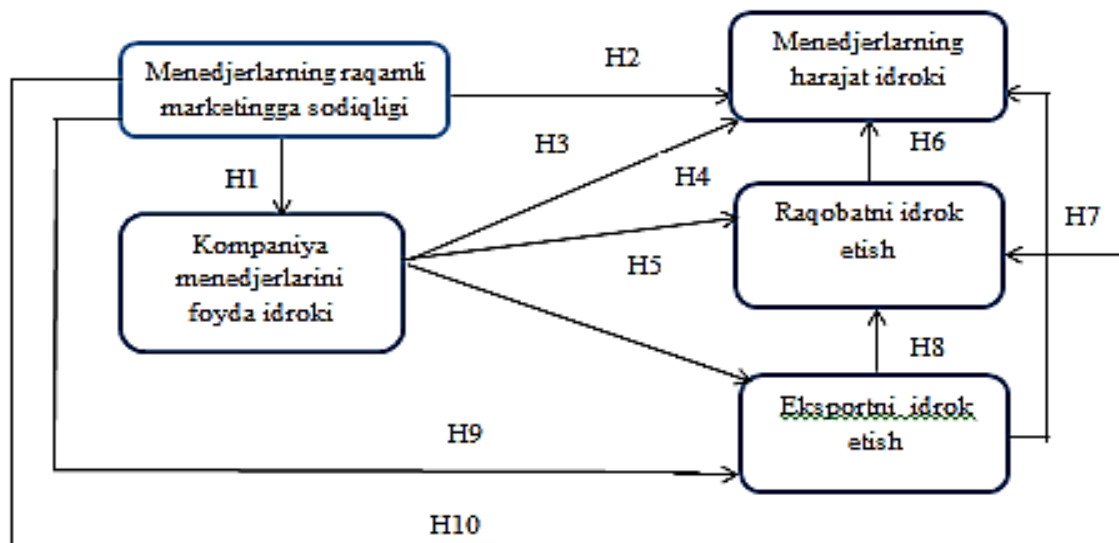
Ko'rsatkichlar	2018 y	2019 y	2020 y	2021 y	2022 y	2023 y	Farqi (+) va (%) 2023-2018 yy.	
<b>Ip-kalava (ming tonna)</b>	427,9	528,6	614,8	789	841,6	940,3	512,4	119,8
<b>Gazlamalar (million m<sup>2</sup>)</b>	533,3	407,4	607,8	590,8	741,8	767,0	233,7	43,8
<b>Trikotaj mahsulotlari (million dona)</b>	319,7	342,5	345,4	411,0	423,8	455,8	136,1	42,6
<b>Trikotaj palotnosi (ming tonna)</b>	60,5	54,1	97,3	75,1	102,5	105,2	44,7	73,9
<b>Tikuv mahsulotlari (mlrd.so'm)</b>	2873,8	3216,8	4080,9	4679,8	5174,7	5570,0	2696,2	93,8
<b>Paypoq mahsulotlari (million juft)</b>	117,0	126,4	155	219,8	286,4	305,0	188,0	160,7

Demak, 2018 va 2023 yillar mobaynida deyarli barcha yengil sanoat mahsulotlarini ishlab chiqarish ko'rsatkichlari o'sish tendensiyasini ko'rsatgan (1-jadval). Masalan, Ip-kalava 427,9 ming tonnadan 940,3 ming tonnaga o'sgan, bu 512,4 ming tonna o'sish va 119,8 foiz o'sish bilan trikotaj mahsulotlari 319,7 million donadan 455,7 million donagacha o'sgan. Ishlab chiqarish 136,1 mln.donaga oshib, 2018-2023-yillarda 42,6 foizga o'sgan, yakuniy trikotaj palotnosi ishlab chiqarish 60,5 ming tonnadan 105,2 ming tonnaga, ya'ni 44,7 ming tonnaga o'sgan va 2018 yildan 2023 yilgacha 73,9% ga o'sgan. Shu bilan birga, gazlama ishlab chiqarish indeksi 533,3 mln.kv.m.dan 767 mln.kv.m.ga o'sgan va 2018 yildan 2023 yilgacha 43,8% ga o'sgan. Shuningdek, tikuv mahsulotlari sohasida sezilarli o'sish kuzatildi va bu erda ham keskin o'sish kuzatilgan va 2018 yildan 2023 yilgacha 93,8 foizga o'sib 2023-yilda 5570 mlrd.so'mni tashkil etdi. Paypoq ishlab chiqarish (1-jadval) ham to'qimachilik sohasining muhim sohasi hisoblanadi. Shunday qilib, paypoq ishlab chiqarish ko'rsatkichi 117 million juftdan 305 mln donagacha o'sganini ko'rish mumkin. 2018 yildan 2023 yilgacha 160,7 foizni tashkil etgan va 2023-yilda 188 mln.juftni tashkil etgan.

Shu bilan birga, to'qimachilik, tikuv-trikotaj sanoati korxonalarini biznes va operatsiyalarni boshqarish jarayonlari asosan B2B marketingga asoslanadi va raqamli marketing texnologiyalaridan foydalanish holatini aniqlash bo'yicha tikuv-

<sup>9</sup>O'zbekiston Respublikasi Prezidenti huzuridagi Statistika agentligi ma'lumotlari asosida muallif ishlanmasi

trikotaj va to‘qimachilik sanoati korxonalarida tadqiqot Google docs<sup>10</sup> so‘rovnomasi shaklidan foydalangan holda 320ta korxonada so‘rov o‘tkazildi.



**3-rasm. Marketing tadqiqoti gipoteza modeli<sup>11</sup>**

Undan tashqari, tadqiqot jarayonida Microsoft Excel bilan birga SPSS va SPSS AMOS dan foydalangan holda tadqiqotning omilli tahlili va CFA tasdiqlovchi omillar tahlili kabi turli xil marketing tadqiqotlari tahlillaridan foydalanildi. Ma’lumotlar tahliliga kelsak, biz SPSS yordamida Maksimal ehtimollik va Varimax rotatsiya yordamida EFA tahlili bo‘yicha shkalaning dastlabki tahlilini o‘tkazdik va keyin AMOS dasturi yordamida CFA tahlilidan foydalandik va quyidagi natijalarni oldik:

Gipotezalar:

H1: Menedjrlarning raqamli marketingga sodiqligi kompaniya menejlarini foyda idrokiga ijobiy ta’sir qiladi

H2: Menedjrlarning raqamli marketingga sodiqligi menejrlarning xarajatlarni idrok etishiga ijobiy ta’sir qiladi

H3: Kompaniya menejlarini foyda idroki, xarajatlar idrokiga ijobiy ta’sir qiladi

H4: Kompaniya menejlarini foyda idroki, raqobatni idrok etishga ijobiy ta’sir qiladi

H5: Kompaniya menejlarini foyda idroki, eksport idrokiga ijobiy ta’sir qiladi

H6: Raqobatni idrok etish menejrlarning xarajatlarni idrok etishiga ijobiy ta’sir qiladi

H7: Eksport idroki menejrlarning xarajatlarni idrok etishiga ijobiy ta’sir qiladi

H8: Eksport idroki raqobat idrokiga ijobiy ta’sir qiladi

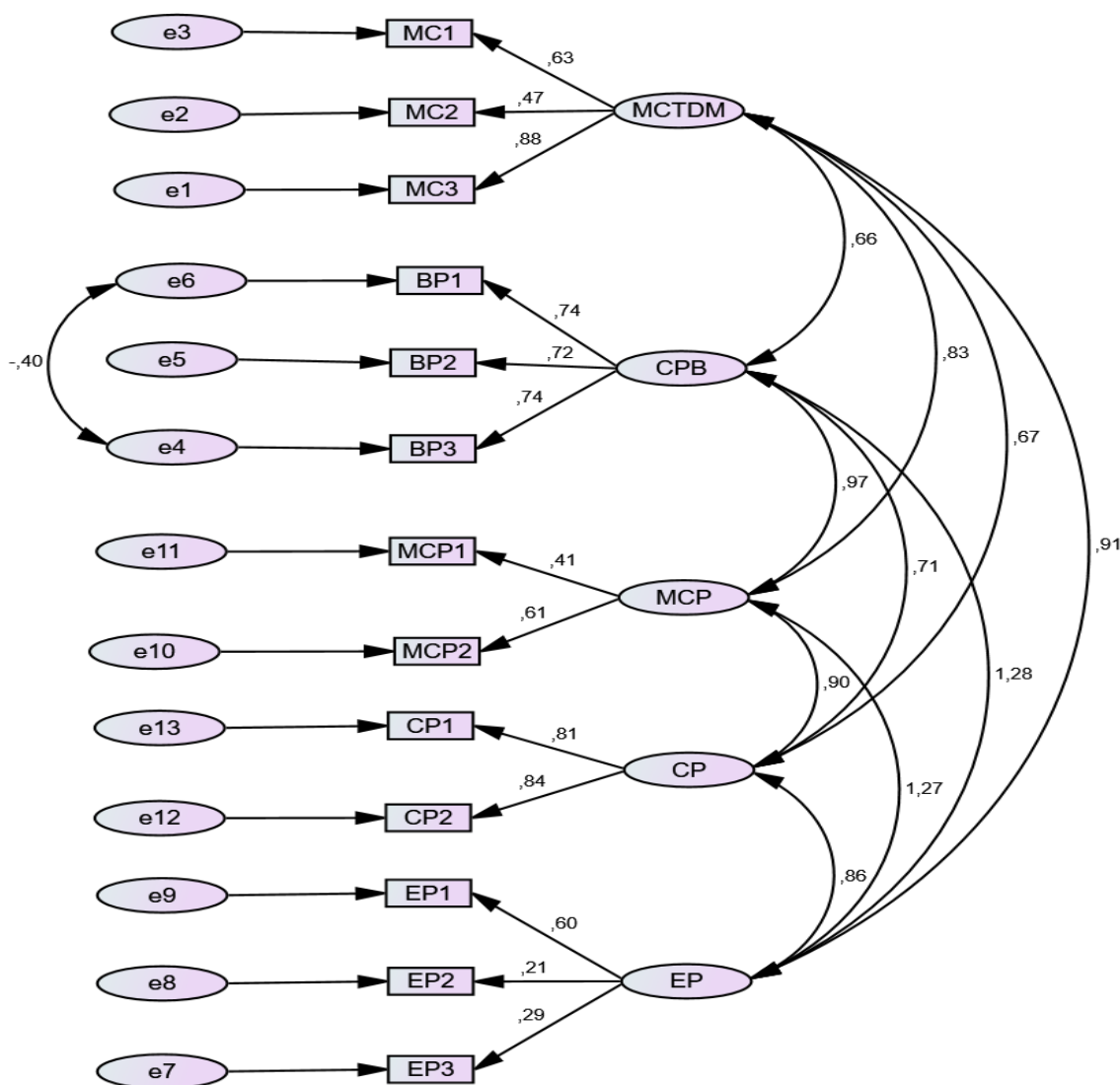
H9: Menedjrlarning raqamli marketingga sodiqligi eksportni idrok etish samaradorligiga ijobiy ta’sir qiladi

<sup>10</sup> Tadqiqot natijalari <https://docs.google.com/forms/d/1dXm27gG1mj0Vh3>

<sup>11</sup> Muallif ishlanmasi



H10: Menedjerlarning raqamli marketingga sodiqligi raqobatni idrok etishga ijobiy ta'sir qiladi.



4-rasm. Hisoblangan SEM modeli<sup>12</sup>

Varimax rotatsiyasi metodi bilan maksimal ehtimollik usuli yordamida omili tahlili shkalaga kiritilgan omillar o'rtasidagi bog'liqlik va omillar tuzilishini tahlil qilish uchun ishlatiladi. Rotatsion faktorlar matritsasi natijalari quyidagi jadvallarda keltirilgan. Biz so'rov natijalarining ishonchliligi uchun Cronbach's Alpha testini sinab ko'rishdan boshladik va natijada Cronbach's Alpha 0,858 natijasini ko'rsatadi, bu juda yaxshi ko'rsatkich, chunki natija 0,90 ga yaqin bo'lishi kerak. CFA natijasi shuni ko'rsatadiki, model yaxshi mos statistikaga ega, jumladan  $\chi^2/df = 1,334$ , RMSEA 0,055, SRMR 0,068, CFI 0,962 va PClose 0,385. Tavsiya etilgan qiymatlar qavs ichida Hu va Bentler (1999)<sup>13</sup>, Browne va

<sup>12</sup>Muallif ishlanmasi

<sup>13</sup> Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.

Cudeck (1992)<sup>14</sup> (RMSEA<.08, SRMR>.10, CFI>.90, PClose) ko‘rsatmalariga asoslangan holda berilgan. <0,01).

## 2-jadval

### Har bir juftlik o‘zgaruvchilari o‘rtasida gipotezani tekshirish<sup>15</sup>

No.	Paths	Estimate	P	Remarks
H1	Menedjrlarning raqamli marketingga sodiqligi (MRMS)>Kompaniya menejrlarni foyda idroki (KMFI)	0,658	0,001	H1 qabul qilinadi
H2	Menedjrlarning raqamli marketingga sodiqligi (MRMS)>Menedjrlarning xarajatlarni idrok etishi (MXI)	0,831	0,001	H2 qabul qilinadi
H3	Kompaniya menejrlarni foyda idroki (KMFI)> Menedjrlarning xarajat idroki (MXI)	0,971	0,001	H3 qabul qilinadi
H4	Kompaniya menejrlarni foyda idroki (KMFI)> Raqobat idroki(RI)	0,711	0,001	H4 qabul qilinadi
H5	Kompaniya menejrlarni foyda idroki (KMFI)> Eksport idroki (EI)	1279	0,005	H5 rad etiladi
H6	Raqobatni idrok etish (RI) > Menedjrlarning xarajat idroki (MXI)	0,899	0,001	H6 qabul qilinadi
H7	Eksport idroki (EI)> Menedjrlarning xarajat idroki (MXI)	1272	0,005	H7 rad etiladi
H8	Eksport idroki (EI)> Raqobat idroki (RI)	0,856	0,001	H8 qabul qilinadi
H9	Menedjrlarning raqamli marketingga sodiqligi (MRMS)>Eksportni idrok etish (EI)	0,912	0,001	H9 qabul qilinadi
H10	Menedjrlarning raqamli marketingga sodiqligi (MRMS)>Raqobatni idrok etish (RI)	0,668	0,001	H10 qabul qilinadi

Shu bilan birga, olingan natijalar asosida SEM modeli bo‘lgan Strukturaviy tenglama modeli asosida gipotezalar tuzildi va tekshiruv o‘tkazildi (3-rasm va 4-rasm) va tavsiflar (2-jadval) da keltirilgan, bunda ko‘rsatilgan sabab-oqibat munosabatlarining qisqacha tavsifi va gipotezalar berilgan, (koeffitsientlar > 0,50) mezon va korrelyatsiya yuklamalarini hisobga olgan holda. Shunday qilib, biz 0,97, 0,91 qiymatlari bilan H3, H9 bilan bog‘liq kuchli munosabatlarni, shuningdek, 0,89 qiymati bilan H6 va 0,85 qiymati bilan H8 o‘rtasidagi ijobiy munosabatlarni, shuningdek kuchli korrelyatsiya bilan 0,71 qiymati bilan H4 gipotezani kuzatishimiz mumkin. Shu bilan birga, shuni ta’kidlash mumkinki, kompaniya menejrlarni foyda idroki xarajatlarni idrok etishga ijobiy ta’sir ko‘rsatadi, shuningdek, menejrlarning raqamli marketingga sodiqligi eksport idrokiga ijobiy ta’sir qilar ekan (H3, H9).

Xuddi shunday, raqobatni idrok etish menejrlarning xarajatlarni idrok etishga ijobiy ta’sir ko‘rsatadi, eksportni idrok etish raqobatni idrok etishga ijobiy ta’sir ko‘rsatadi, shuningdek kompaniya menejrlarni foyda idroki raqobatni idrok etishga ijobiy ta’sir ko‘rsatadi (H6, H8, H4). Shunga ko‘ra, biz H3, H9, H6, H8, H4 gipotezalarini qabul qilishni ko‘rib chiqamiz, chunki ular bir-biri bilan kuchli

<sup>14</sup> Browne, M. W., & Cudeck, R. (1992). Alternative ways of assessing model fit. *Sociological methods & research*, 21(2), 230-258.

<sup>15</sup> Muallif ishlanmasi

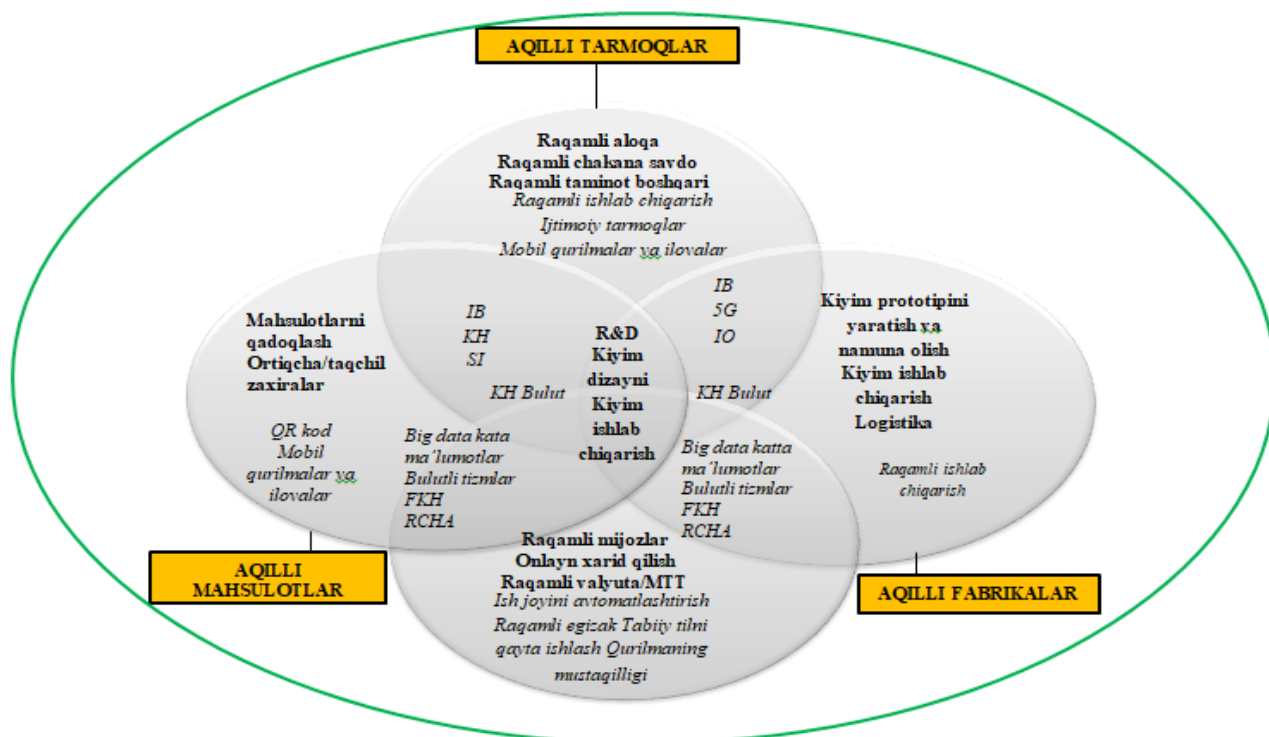
va oʻrtacha munosabatlarga ega. Mukammal ijobiy korrelyatsiya H5 va H7 sifatida 1,27 qiymatiga ega deb hisoblanishi mumkin, bu holda biz ushbu gipotezani rad qilamiz, chunki oʻzgaruvchilarning koʻpayishi yoki kamayishi kompaniyaning idrok etilgan foydasi bilan toʻliq proporsionaldir. H1da 0,65 qiymatida va 0,66 qiymatida H10da oʻrtacha korrelyatsiya kuzatilishi mumkin, bu esa ushbu farazlarni qabul qilishdan dalolat beradi, xususan, menejrlarning tikuv-trikotaj korxonalarida raqamli marketingga sodiqligi kompaniyaning foydalari va raqobatiga ijobiy taʼsir qiladi. Bir-biri bilan ijobiy munosabatlarga ega boʻlgan taʼkidlangan oʻzgaruvchilar raqamli marketing faoliyatiga, eksportga, tikuv-trikotaj va toʻqimachilik korxonalarining foydasiga yaxshi taʼsir qiladi.

Dissertatsiyasining **“Tikuv-trikotaj korxonalarida raqamli marketing texnologiyalaridan foydalanish jarayonlarini takomillashtirish”** deb nomlangan uchinchi bobida tikuv-trikotaj, toʻqimachilik korxonalarida raqamli marketing strategiyasidan foydalanishni joriy etish mexanizmlari, raqamli marketing texnologiyalarini takomillashtirish boʻyicha amaliy takliflar berilgan va ularni amalga oshirish samaradorligini baholash hamda istiqbolli yoʻnalishlar ishlab chiqilgan. Tikuv-trikotaj, toʻqimachilik korxonalarini faoliyati samaradorligini oshirish boʻyicha takliflar berilgan.

Raqamli marketing metodologiyasi tizimli yondashuv va raqamli sohada marketing faoliyatini rejalashtirish, oʻlchash va amalga oshirishda qoʻllaniladigan strategiyalar toʻplamiga tegishli bolib hisoblanadi. Shu bilan birga, raqamli marketing metodologiyasi raqamli platformalar, kanallardan foydalanishni, mahsulot va xizmatlarni, shu jumladan kiyim-kechak, trikotaj, mahsulotlarini sotishni ilgari surish va, albatta, marketing maqsadlariga erishishni oʻz ichiga oladi. Shu bilan birga, tikuv-trikotaj korxonalarini uchun raqamli marketing texnologiyalaridan foydalanish metodologiyasi tikuv-trikotaj sanoati uchun raqamli marketing metagallaktikasi (metaverse)ni RAMI 4.0 modeli asosida takomillashtirishni amalga oshirishni taʼkidlash juda muhimdir. Shunday qilib, joriy dissertatsiya muallifi nuqtai nazaridan raqamli marketing metodologiyasidan foydalanish tikuv-trikotaj korxonalarini uchun hal qiluvchi ahamiyatga ega va tikuv-trikotaj, toʻqimachilik korxonalarini uchun ushbu turdagi raqamli marketing metagallaktikasi metaverse modeli muallif tomonidan (5-rasm)da asosiy komponentlari bilan taqdim etilgan. Qolaversa, moda, tikuv-trikotaj mahsulotlariga taʼsir koʻrsatadigan va Sanoat 4.0 konsepsiyasini qabul qiladigan umumiy modelga asoslangan oʻzgarishlar “aqlli tarmoqlar”, “aqlli mahsulotlar” va “aqlli fabrikalar” kabi uchta element bir-biriga birlashtirilgan, tikuv-trikotaj, toʻqimachilik korxonasi uchun raqamli marketing metagallaktikasi metaverse uchun yagona tizim toʻplami boʻlib hisoblanadi. Shu bilan birga, toʻrtburchak modelga joriy raqamli marketing metagallaktikasi tomonidan taklif qilingan barcha potentsiallardan foydalana oladigan arxitektura modellarini oʻrganishdan kelib chiqadigan yangi koʻrinish sifatida qaralishi mumkin. Shuningdek, hozirgi gʻoyadan kelib chiqqan holda (5-rasm)da barcha asosiy jarayonlarning toʻrt tomonlama tuzilmasi, tikuv-trikotaj korxonasi biznes tarkibiy qismlari va moda sohasi hamda sanoatini tavsiflovchi boʻlinmalarni birlashtiradi.

Shunday qilib, modelning aqlli fabrikasi qismi kiyim-kechak prototipi va namunaviy kiyim ishlab chiqarish va logistikadan iboratdir.

Aqilli tarmoqlar qismi raqamli aloqa, raqamli chakana savdo va raqamli ta'minot zanjiri boshqaruvini o'z ichiga oladi.



**5-rasm. Tikuv-trikotaj, to'qimachilik korxonalarining raqamli marketing faoliyatini rivojlantirishning metagalaktika (metaverse) modeli<sup>16</sup>**

Aqlli mahsulotlar qismi mahsulotlarni qadoqlashni boshqarish jarayonini, kiyim-kechak, trikotaj mahsulotlarining ortiqcha yoki taqchilligi zaxiralarini va to'rtinchi kvadrant raqamli mijozlar onlayn xaridlarni va MTT (Mahalliy to'lov tizimlari) Click, Payme, UPay raqamli kiyimlarni onlayn xarid qilish qobiliyatini, shuningdek, tadqiqot orqali rivojlantirishni o'z ichiga oladi, hamda to'rt komponent o'rtasida mukammal aloqa vazifasini bajaradi modelning markaziy qismida joylashgan ishlab chiqarish, kiyim ishlab chiqarish va dizayndan iboratdir.

Shunday qilib, (5-rasm) RAMI 4.0 modelini qo'llab-quvvatlovchi barcha asosiy raqamli texnologiyalar va ilovalarni har bir sohaga ulanishini va uzviy aloqaning ta'minlab turilishini amalga oshiradi.

Ayni paytda, deyarli barcha mijozlar o'z smartfonlariga diqqat bilan qarab, ko'chalarda adashishmoqda, chunki bu hodisa Facebook, Twitter, Instagram va boshqa ijtimoiy media platformalari orqali "virtual" identifikatsiyaning yoki virtual tasdiqning muhimligini haqiqatan ham anglash imkonini beradi, kiyim-kechak, trikotaj sanoatining raqamli bozorida raqamli vosita orqali o'z-o'zini vizualizatsiya qilish kontseptsiyasini aks ettirgan holda, inson tanasida va kiyim-kechak mahsulotining haqiqiy vizualizatsiyasini yaratishni anglatadi.

<sup>16</sup>Muallif ishlanmasi

Raqamli marketing vositalarining samaradorligini hisoblash uchun biz DMROI modelini taklif qilamiz, ya'ni raqamli marketing vositalaridan foydalanish harajatlaridan keyingi daromadning qaytishi va bu tikuv-trikotaj korxonalarining raqamli marketing kampaniyalarini (ROI) deb hisoblash yoki oddiygina aytish mumkin bo'lgan o'lchovdir. Masalan daromad va foyda kiyim-kechak, trikotaj kompaniyalarining sa'y-harakatlari odatda raqamli marketing texnologiyalari kampaniyalarining, vositalarining qaysi biri elementidan kelib chiqadi degan savol paydo bo'lishi tabiiydir.

Shunday qilib, raqamli marketing vositalarining samaradorligi ko'rsatkichlari raqamli marketing texnologilarni qo'llash orqali keladigan daromadga asoslangan holda amalga oshirilishi kerak.

$0,000 \leq DMROI \leq 0,330$  past samaradorlik,

$0,331 \leq DMROI \leq 0,660$  o'rtacha samaradorlik,

$0,661 \leq DMROI \leq 1,000$  yuqori samaradorlik

Shu bilan birga, quyidagicha hisoblanadi:  $DMROI = \frac{\text{Daromadlar} - \text{ushbu daromadlar bilan bog'liq xarajatlar (xarajatlar)}}{\text{ushbu daromadlar bilan bog'liq xarajatlar (xarajatlar)}}$  =

Quyidagi formula bilan aniqlanadi:

$$DMROI = \left( \frac{\text{Revenue} - \text{costs}}{\text{costs}} \times 100 \right) \quad (3.1)$$

Shunday qilib, masalan, MONOMY MChJ korxonasi uchun raqamli marketing vositalaidan foydalanish orqali daromadi (DMROI) raqamli marketing tarkibiga kiritilgan kontentdan tushum 20%ni tashkil etadi va bu daromadning juda past ko'rsatkichi yoki hatto yo'qotish sifatida baholanishi mumkin, Shunday qilib, ushbu korxonada raqamli marketing kampaniyalarini, raqamli marketing texnologiyalarini rivojlantirishi kerak, chunki kompaniya boshqa tikuv-trikotaj, to'qimachilik kompaniyalari orasida mashhurdir. Qolaversa, samarali bo'lishi uchun kompaniya o'z mijozlari bilan yaqindan ishlashi, ularning ehtiyojlari, afzal ko'rishliklarni o'rganishi va ehtimol, raqamli marketing faoliyatini rivojlantirish uchun outsorsing marketing bo'yicha mutaxassislarni yollashi kerak. Hozirda, DMROI samaradorlik ko'rsatkichini uchta kompaniya uchun quyidagicha ko'rinishni tashkil etmoqda: MAIRIN MChJ DMROI 0,54 o'rtacha ko'rsatkich, ikkinchisi HAMZA EXPO ART TEXTILE DMROI. 0,88 yuqori ko'rsatkich va MONOMY MChJ DMROI 0,20. Shunday qilib, uchta tikuv-trikotaj korxonasi uchun taklif etilgan DMROI asosida samadorlikni hisoblash model asosida ishlansa MAIRIN MChJ, MONOMY MChJ va HAMZA EXPO ART TEXTILE kabi korxonalarda samaradorlik darajasi juda yaxshi ko'rsatkichlarga olib keladi.

Shu bilan birga, 2030 yilga mo'ljallangan to'qimachilik mahsulotlarini ekportini prognozlash, avval aytib o'tilganidek, talab qilinadi. Shuningdek, mustaqil o'zgaruvchi va bog'liq o'zgaruvchilarni hisobga olgan holda korrelyatsiya va regressiya tahlili ham o'tkaziladi.

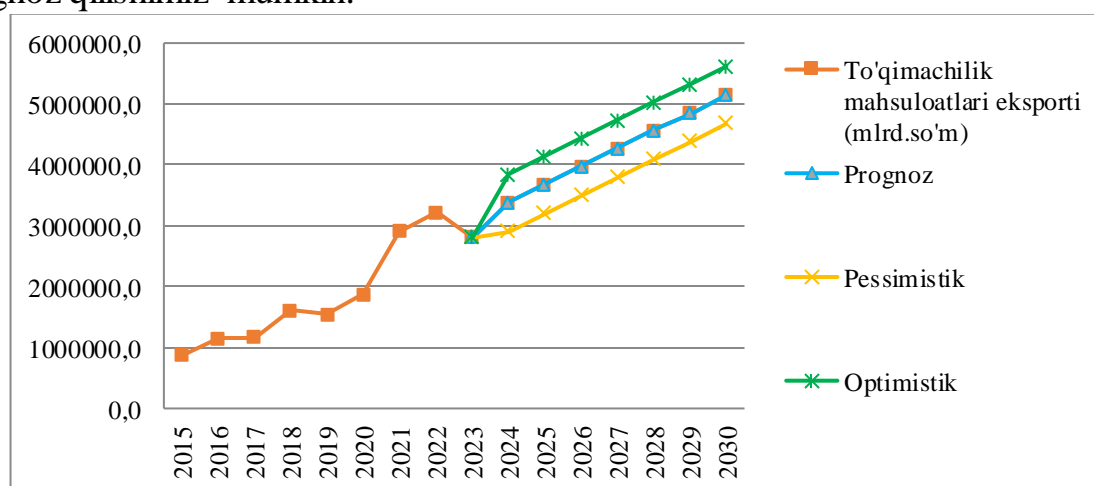
Qolaversa, prognozlash tikuv-trikotaj sanoatining operatsion maqsadlariga erishish uchun juda muhim hisoblanadi va tikuv-trikotaj va to'qimachilik korxonalarining eksport ko'rsatkichlari qanday ko'rinishini bashorat qilishga yordam beradi.

Bog‘liq va mustaqil o‘zgaruvchilarning regressiya jadvali<sup>17</sup>

	Yengil sanoat tovarlari eksporti(mlrd .doll)	Yengil sanoat tovarlari chakana savdo aylanmasi (mlrd.so‘m)	Yengil sanoat iste‘mol tovarlari ishlab chiqarish (mlrd.so‘m)	Axborot iqtisodiyoti va e-tijorat sektori (mlrd.so‘m)	Axoli soni (mln.kishi)
	Y	X1	X2	X3	X4
2015	868674,6	2719,3	1720,8	3 876,3	31022,5
2016	1146552,7	3364,50	2487,7	4 967,7	31575,3
2017	1169852,7	4031,20	2951,2	6 377,8	32120,5
2018	1606392,5	5499,80	3490,55	7 732,1	32656,7
2019	1547409,6	6088,40	4029,9	8 491,9	33255,5
2020	1869886,5	6585,30	4569,25	10 777,0	33905,2
2021	2904163,8	8214,90	5108,6	17 066,5	34558,9
2022	3221087,0	8722,10	5647,95	27 791,2	35271,3
2023	2801003,0	9718,84	6187,3	32 078,5	36 024,9

Shunday qilib, 3-jadvalda taqdim etilgan o‘zgaruvchilar bo‘yicha Eviews dasturida amalga oshirilgan hisob-kitoblarga ko‘ra: R-kvadrat 0,92, bu juda yaxshi ko‘rsatkich. F-statistik yoki Fisher mezonlari 12,90 hisoblangan qiymat va F-jadval qiymati 5,59 va bu ham mutlaqo maqbuldir. Prob(F-statistik) 0,014767 ham qabul qilinadi, chunki u 0,05 p-qiymatidan kichikdir. Shunday qilib, X1, X2, X3 uchta mustaqil o‘zgaruvchining barchasi to‘qimachilik mahsulotlari eksportiga ijobiy ta‘sir ko‘rsatadi. Biroq, aholi sonining ko‘payishi to‘qimachilik mahsulotlari eksportiga salbiy ta‘sir ko‘rsatmoqda.

Undan tashqari esa, mavjud ma‘lumotlarga asoslanib, biz quyidagi tarzda prognoz qilishimiz mumkin:

6-rasm. Prognoz ko‘rsatkichlari<sup>18</sup>

<sup>17</sup> O‘zbekiston Respublikasi Prezidenti huzuridagi Statistika agentligi ma‘lumotlari asosida muallif ishlanmasi

<sup>18</sup>Muallif hisob-kitoblari

Aytish mumkinki, prognoz tahliliga ko‘ra (6-rasm) eksport darajasi 5,1 mlrd.so‘m darajasiga yetishi prognoz qilinmoqda, bu esa pessimistik stsenariyda 4,6 mlrd.so‘m darajasiga yetishi va optimistik stsenariyda uning darajasi 5,6 milliard so‘mgacha yetishi mumkin va bu holda tikuv-trikotaj, to‘qimachilik sanoati bo‘yicha belgilangan maqsadlarga raqamli marketing texnologiyalarini, uning elementlari va vositalarini tikuv-trikotaj, to‘qimachilik operatsiyalariga joriy etishni hisobga olgan holda erishish mumkin. Bunda, 2023-yilga nisbatan 2030-yilda 1,8 barobar ko‘payishi va 2023-yilga nisbatan 2030-yilda 83,7 foizga oshib, mos ravishda 5,1 milliard so‘mni tashkil etishi kutilmoqda.

## XULOSA

Tadqiqot natijalari bo‘yicha quyidagi xulosalarga kelindi:

1. Raqamli marketingni barcha marketing faoliyatini onlayn vositalar, shu jumladan veb-saytlar, mobil ilovalar, onlayn reklamalar va boshqalar orqali amalga oshirish jarayoni deb ta'riflash mumkin. Raqamli marketing kontent marketingi, ta'sir qiluvchi marketing, virusli marketing, mobil marketing, sheriklik marketingi, ijtimoiy media marketingi, qidiruv tizimini optimallashtirish, elektron reklama kontenti, bosish uchun to'lov (PPC), radio va televizor, veb-ga asoslangan reklama kabi asosiy elementlarni o'z ichiga oladi.

2. Korxonalar faoliyatini raqamlashtirish va platformalashtirish juda muhim jihat bo‘lib, uni tikuv-trikotaj to‘qimachilik sanoati korxonalarini o‘z zimmlariga olishlari kerak va sun‘iy intellekt, internet buyumlarini joriy etilganda ish samaradorligi ikki barobar va undan ko‘proq oshishi mumkin. Tikuv-trikotaj sanoati korxonalarini, shuningdek, tikuvchilik, mato, tola, trikotaj ishlab chiqaruvchilarga biznes operatsiyalarini moda, sport, aksessuarlar brendlari va boshqa B2B sektori obyektlari bilan birlashtirishga imkon beradigan elektron va mijozlarga yo‘naltirilgan platformalarni amalga oshirishi mumkin.

3. Yangi avlod texnologiya elementlariga sun‘iy intellekt (AI), tabiiy tilni qayta ishlash (NLP), sensorlar, robototexnika, kengaytirilgan reallik (AR), virtual reallik (VR), blokcheyn va internet narsalari, 3D bosib chiqarish, va boshqalar kiradi. Raqamli marketing ekotizimlari va raqamli marketing metagallaktikasi "metaverse" korxonalariga, shu jumladan tikuv-trikotaj korxonalariga kiyim-kechak, mahsulotlari yoki xizmatlar dunyosini yaratish va mijozlarni immersiv tajriba CAD, CAM, EPOS, CIM, CAA, 3D texnologiyasi, MTT texnologiyalar, virtual sinov orqali jalb qilish imkonini beradi.

4. O‘zbekistonda tikuv-trikotaj korxonalarining rivojlanishi tufayli tayyor mahsulotlar eksporti ko‘tarila boshladi, tikuv-trikotaj mahsulotlari Yevropa mamlakatlari, Shimoliy va Janubiy Amerika, Koreya, Yaponiya, Marokash, Turkiyaga eksport qilinishni boshlagan. Wildberries kabi internet-do‘konlar O‘zbekistonda o‘z filiallarini ochgan bo‘lsada, asosan AQSh va Yevropada faoliyat yurituvchi Amazon.com onlayn chakana gigantlari hamda Xitoy bozorlarida faoliyat yurituvchi joylashgan AliExpress internet tarmog‘ini ochmagan. O‘zbekistonda mavjud mahalliy onlayn va elektron tijorat chakana

savdo provayderlari Uzum.uz, bulavka.uz, mato.uz, fratelli casa, uzbtextile.com, shoptextile.uz hisoblanadi.

5. GSP+ (Global imtiyozlar tizimi plyus) mahalliy tikuv-trikotaj, to‘qimachilik kompaniyalariga to‘qimachilik mahsulotlarini eksport qilish orqali Yevropa bozorlariga bojsiz kirish imkonini beradi, bu esa Yevropaning 1,03 milliard aholisi salohiyatiga ega va bu katta imkoniyatlarni beradi. “O‘zbekistonda ishlab chiqarilgan” dasturi bo‘yicha Yevropaga mahalliy tikuv-trikotaj mahsulotlarini eksport qilish, natijada eksport hajmini 2025 yilga borib 65 dan ortiq davlatga 7 milliard AQSH dollariga yetkazish va 2027 yilga borib 10 milliard AQSH dollari darajasiga yetishi mumkindir.

6. O‘zbekiston to‘qimachilik sanoati barqaror rivojlanib borayotgan ishlab chiqarish tarmog‘i bilan bir qatorda to‘qimachilik, tikuvchilik sohaslarining O‘zbekiston yalpi ichki mahsulotidagi ulushi 2018 yilda atigi 4 foizni tashkil etgan bo‘lsa, 2019 yilda 4,6 foizga o‘sgan bo‘lsa, hozirgi vaqtda u 2022-yilga kelib 8%ni tashkil etgan. EFA, CFA, SEM modelidan foydalangan holda aniqlangan juda maqbul ko‘rsatkich va tadqiqot, menejerlarning raqamli marketingga sodiqligi va menejerlarning eksport idroki o‘rtasida 0,91 ijobiy bog‘liqlik mavjud bo‘lib, bu raqamli marketingni joriy qilish va ulardan foydalanish zarurligini ko‘rsatadi.

7. Aksariyat tikuv-trikotaj korxonalarida o‘z korxonalarida internet-do‘kon yo‘qligini ma’lum qilgan va bu 72,2%ni tashkil etgan, raqamli marketing texnologiyalaridan foydalanayotgan va o‘z internet-do‘koniga ega ekanligini atigi 27,3%foizi korxonalar bildirgan, 54,5 % internetda target reklamadan foydalanmaslikning 45,5%foizi foydalanishini bildirganligini o‘zi ham tikuv-trikotaj korxonalarida raqamli marketing texnologiyalarini joriy etish zarurligidan dalolat beradi.

8. Tikuv-trikotaj korxonalarida uchun raqamli marketing metodologiyalari RAMI 4.0 arxitekturasi modeliga asoslangan raqamli marketing metagallaktika metaverse modelini taklif qilish va ko‘rib chiqish mumkin, chunki to‘qimachilik metaverselari yangi texnologiyalardan biri va mahalliy korxonalarda ham mavjud emas va masalan, Tommy Hilfigurning to‘qimachilik metaverseni amalga oshirishni boshlagan kompaniya sifatida yorqin misollardan biri bo‘lishi mumkin.

9. Raqamli marketing tikuv-trikotaj kompaniyasining raqamli marketing texnologiyasi yoki kompaniyasining daromadi DMROI samaradorlik ko‘rsatkichini o‘lchash orqali tikuv-trikotaj sanoatida samadorlikni keskin oshirishi mumkin. O‘zbekistonning tikuv-trikotaj va to‘qimachilik sanoati eksportini 2023-yilga nisbatan 2030-yilda sezilarli darajada oshishi kutilmoqda va 2023-yilga nisbatan 1,8 barobar oshishi va 2023-yilga nisbatan 2030-yilda 83,7 foizga o‘sishi va mos ravishda 5,1 mlrd.so‘mni tashkil etishi kutilmoqda.



**SCIENTIFIC COUNCIL FOR AWARDING  
THE SCIENTIFIC DEGREES DSc.03/30.12.2020.I.16.02 AT  
TASHKENT STATE UNIVERSITY OF ECONOMICS**

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**TASHKENT STATE UNIVERSITY OF ECONOMICS**

**ALIEV ABDULAZIZ ISMAILOVICH**

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

**08.00.11 - Marketing**

**ABSTRACT**  
**of dissertation of the Doctor of Philosophy (PhD) in Economic Sciences**

**Tashkent – 2024**

The topic of doctoral dissertation (PhD) was registered under the number № B2022.2.PhD/Iqt2265 at the Supreme Attestation Commission.

The dissertation has been completed at Tashkent State University of Economics.

The abstract of dissertation is posted in three languages (Uzbek, English and Russian (resume)) on the website of the Scientific Council ([www.tsue.uz](http://www.tsue.uz)) and on the website of «Ziyonet» information and education portal ([www.ziyonet.uz](http://www.ziyonet.uz)).

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The defense of dissertation will take place on " 3 " 12 at 14:00 2024 at the meeting of the Scientific Council DSc.03/30.12.2020.L16.02 awarding for the scientific degrees at (protocol of registry № 38 on « 12 » 11 2024 Tashkent State University of Economics. Address: 100066, Tashkent, Islam Karimov Street, 49, Phone: (99871) 239-28-72, fax: (99871) 239-41-23, e-mail: [info@tsue.uz](mailto:info@tsue.uz)).

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## INTRODUCTION (abstract of the thesis of Doctor of Philosophy (PhD))

**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 2028<sup>1</sup>. 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, normative basis of the fields of digital economy of the country, further consolidation process of the economy of the country by the means of digital technologies. Meanwhile, the issues set on Decree of President of the Republic of Uzbekistan №60<sup>2</sup>, 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

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<sup>1</sup> 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.>

<sup>2</sup> 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”

the economy of the Republic of Uzbekistan<sup>3</sup>. 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 №385 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” №4022 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” №3832 as of 03.07.2018, the Resolution of the President of the Republic of Uzbekistan “On measures for further support of export activities” №4707 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” № 53 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.M<sup>4</sup>.

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<sup>3</sup> 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>.

<sup>4</sup> 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., 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.,

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.<sup>5</sup> 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 Abdukhalilova L.T., Ikramov M.A., Boltaboev M.R., Bobojonov A.B., Ergashkhodjaeva Sh.Dj., Gafurova D.R, Muminova G.B., Pardaev M.Q., Kosimova M.S., Sharifkhodjaev U.U., Khakimov Z.A., Yahyokhonov 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. Abdieva, T.O. Mahmudov, R.A. Mo'minova, Isayev, N.M<sup>6</sup>.

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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.

<sup>5</sup> 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.

<sup>6</sup> 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 б.; U.Sharifxodjayev, Z.Xakimov. Interaktiv va raqamli marketing. O'quv qo'llanma. – Т.: TDIU. 2019.-271 б.; Ergashkhodjaeva. Sh.Dj. (2019) Innovatsion marketing. Darslik. / - Т.: «IQTISODIYOT», 2019. 191b. Ergashkhodjaeva Sh.Dj., Qosimova M.S., Yusupov M.A. Marketing. Darslik.- Т.: TDIU, 2018.-315 б.; Болтабоев М.Р. Тўқимачилик саноатида маркетинг стратегияси. Монография – Т.: Фан, 2004.; Бобожонов А.Б. Ахборот Махсулоти 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 автореферати.2019., Шарифходжаев У. У. Ўзбекистон Республикаси оммавий ахборот воситалари бренд бошқаруви услубий ёндашувини такомиллаштириш 08.00.13 – Менежмент иқтисослиги Иқтисод фанлари доктори илмий даражасини олиш учун диссертация, ТДИУ; 2015 й.. Yahyokhonov N.B. Korxonalarda raqamli marketingdan foydalanishni takomillashtirish 08.00.11 – Marketing iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi avtoreferati 2023. Хакимов З.А. Енгил саноат корхоналари рақобатбардошлигини маркетинг стратегиялари асосида ошириш. 08.00.11- Маркетинг PhD илмий даражаси автореферати.2018. Абдиева Д.А. Маркетинг ёндашувлари асосида тикув-трикотаж корхоналари экспорт салоҳиятини ошириш. 08.00.11- Маркетинг PhD илмий даражаси автореферати.2021. Махмудов Т.О. Мода индустриясини маркетинг стратегиялари асосида ривожлантириш 08.00.11 – Маркетинг Иқтисодиёт фанлари бўйича фалсафа доктори (PhD) диссертацияси автореферати 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. Исаев Р.А. Тўқимачилик саноатида сифат менежменти тизими асосида стратегик бошқаришни такомиллаштириш методологияси 08.00.13 – Менежмент иқтисодиёт фанлари доктори (DSc) диссертацияси автореферати 2023.

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 П3-20170928153 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 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 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 “MONOMY LLC” within Uzbek textile and garment association of “O‘zto‘qimachilik sanoat” 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 sanoat” (Reference No. 03/25-922 dated May 24, 2024 of Uzbek textile and garment association of “O‘zto‘qimachilik sanoat”). 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.

## THE MAIN CONTENT OF THE DISSERTATION

**The Introduction** of the thesis focuses on the relevance and necessity of the dissertation topic, describes the purpose and objectives of the research, defines the object and the subject of the research, justifies the relevance of the research with the priority areas of the science and technology development in the republic, comprises the scientific novelty and practical results of the research, provides the scientific and practical significance of the results, presents published scientific works and the outline of the thesis.

The Chapter I of the dissertation thesis known as “**Theoretical and methodological foundations of using digital marketing technologies in development of the activity of enterprises**” the scientific and theoretical aspects of using digital marketing technologies in the activities of enterprises are covered. Methodological aspects of development and implementation of digital marketing technologies in enterprises are revealed. Ways to use the experiences of world enterprises, companies in the use of digital marketing technologies in the practice of light industry enterprises have been studied.

Digital transformation which has been used in last past decades and the current term describes of how enterprises, companies adopted or hugely ignored the alterations brought by digital revolution and digital transformation involves for the use of digital technologies in enabling large business improvements related to development of customers’ experience, formation of new business models for always being customers oriented in digital world and digital business as well as it is interconnected to digital marketing technologies as digital transformation focuses not on technology but for the use of technology strategically within organizations, companies and enterprises.

From author’s point of view, digital marketing is the activity directed to attract, serve and keep customers by different digital marketing technologies in order to accomplish digital marketing goals.

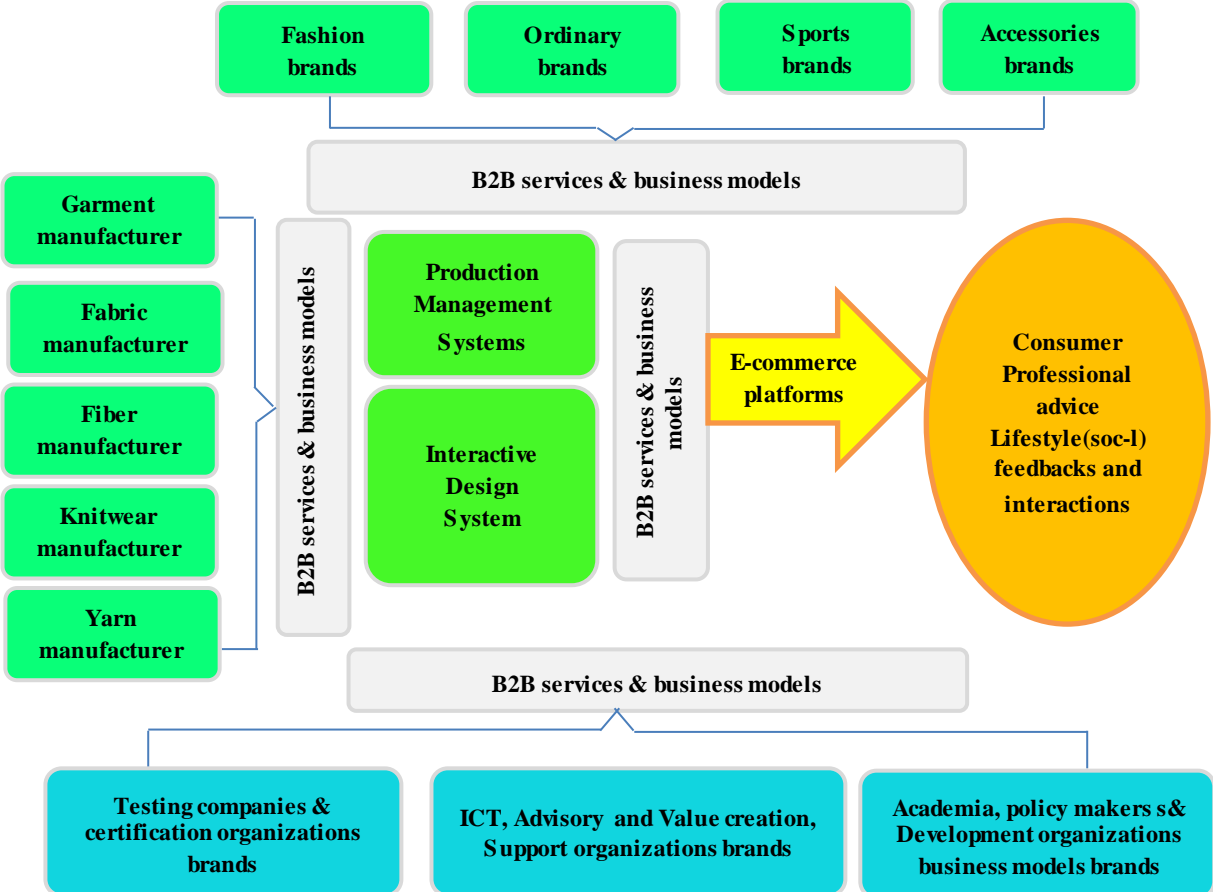
Garment, knitting, apparel and textile enterprises along with others may achieve the goals by transferring new digital business models in increment of workforce efficiency and customization of customer experiences (Schwertner, 2017)<sup>7</sup>. As that can be seen from the graph (Figure 1), the provided model brings huge success to Uzbek garment, knitting, textile enterprises and suggested by author for implementation by Uzbek garment, knitting, textile enterprises and in

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<sup>7</sup> Schwertner, K. Digital transformation of business. *Trakia J. Sci.* 2017, 15, 388–393. [CrossRef].

the activities of all Uzbek textile and garment under Uzbek textile and garment association of “O‘zto‘qimachilik sanoat”.

As most of the local enterprises are still left behind from technological developments or even still ignore the presence of advanced technologies and sometimes reluctant to change to technologies or fully are not able to understand them as well.



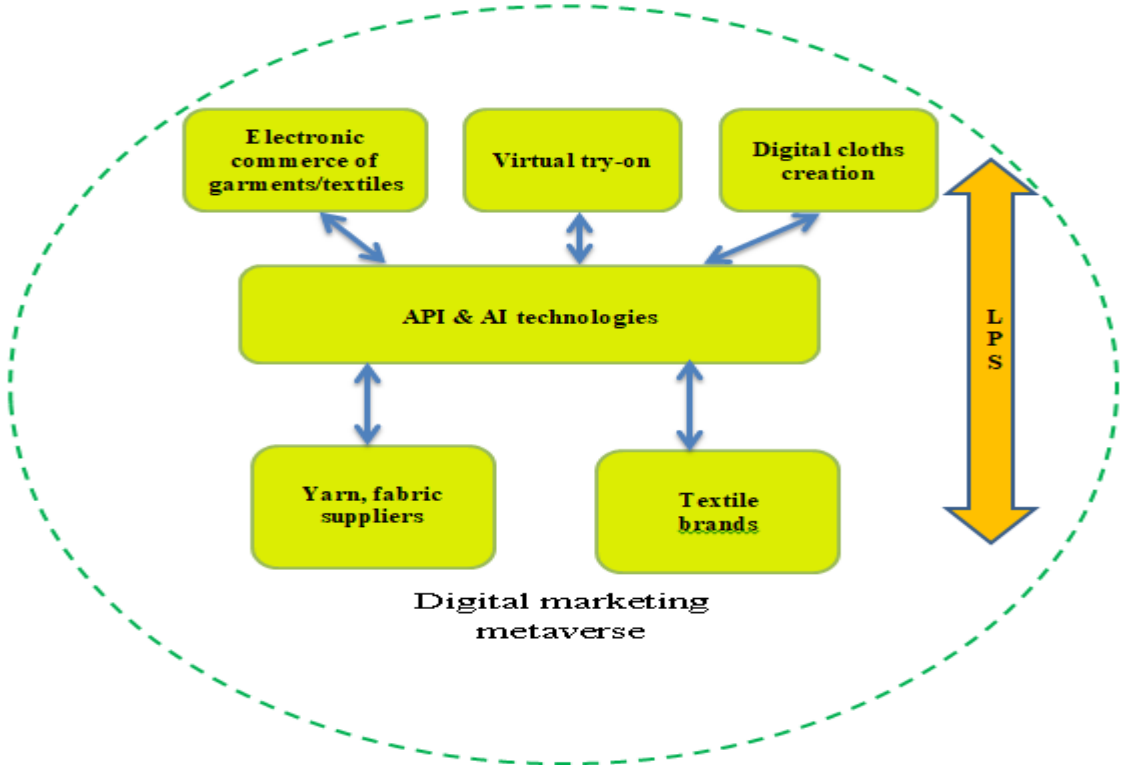
**Figure 1. The electronic and customer centric platform model for garment, knitting, textile industries<sup>8</sup>**

Digital marketing platforms created great influence on the welfare of garment, knitting, apparel and textile companies by paying attention to recent fashion trends and with raising attention as well as development of digital technologies fashion marketing progressed throughout many years though the difficulties made for the necessity of Big Data in fashion area. In particular, likes, comments, shares on Facebook and even Facebook is also paying great attention to metaverse calling its platform as ‘Meta’, picture based well developed platforms such as Pinterest, Instagram has made impact into garment, knitting industries fast development in measuring customer reactions to products.

As that can be seen from Figure 2 digital marketing platformization process can create the great ease both for garment, apparel, enterprises, its sellers and

<sup>8</sup> Author’s work based on model “Integrated digital platform for a new clothing model “of University of Florida retrieved from <https://www.hb.se/en/About-UB/Current/News-archive/2018/January/Integrated-digital-platform-for-a-new-clothing-business-model/>.

textile brand developers, as it can create virtual markets and simulation processes of digital garments, in particular, e-commerce platforms, virtual trying-on process, digital clothes creation processes all that can be interconnected through API and AI (artificial intelligence) systems and the activities can be performed quite easily as it take substantial amount of time to develop garments within enterprises and textile brand development can also be quite difficult to develop and due to API and AI all the activities within textile fields can cooperate with each other through these cloud based platforms and communication with suppliers can also be easily performed as it helps to cut costs within manufacturing of the garments, less labor costs, and then monetization of garments, apparel can be performed by *LPS* (local payment systems) such as Click, Payme, Uzum, Oson and UPay for digital textile products.



**Figure 2. Digital marketing platformization process (Digital marketing metaverse)<sup>9</sup>**

Digital transformation and digital marketing have become even more critical after the hit of COVID-19 Pandemics of the economies of the world’s countries so as enterprises, companies began to realize the increment of pressure in investing into digital tools and automation equipment of production in preparing for the future unforeseen circumstances. Thus, the leader in exports still remains the country of China, and second major leader can be considered as Italy in European Union and similarly its follower can be the UK, while the followers of China can be considered the countries such as India, Bangladesh and Turkey plays pivotal role with its tremendous development and quite high amount of Export, whereas USA tends to remain with a bit volatile export indicator of textiles. The world practice

<sup>9</sup> Author’s development

indicates for the implementation of digital marketing technologies and its key tools into the business operations of the garment, knitting, apparel, textile enterprises and the countries of Bangladesh and Pakistan the successful implementation of the digital marketing technologies and tools. Bangladesh textile sectors implemented search engine optimization tools, SEO, SMM, Content marketing and others as well as Pakistan has been greatly implemented digital marketing technologies including websites, e-mail, banners, sponsored links and they are interconnected to apparel production process.

The Chapter II of the dissertation thesis known as “**Analysis of the state of use of digital marketing technologies in garment and knitting enterprises**”, the textile market of Uzbekistan and its development trends as well as the state of digital marketing activity of light industrial enterprises is analyzed. The attitude of managers of garment knitting enterprises to the use of digital marketing technologies in textile enterprises is studied. The use of digital marketing technologies in light industrial enterprises, their efficiency is analyzed based on econometric modeling.

The textile, garment industry of Uzbekistan has been developed over many years and it is still actively developing due to many changes in the textile field itself, the changes in customer preferences, fad, fashion change and most importantly technological changes that revolutionizing the industries of many countries, including Uzbekistan as well. The textile industry in Uzbekistan is progressively developing due to active activities of “Uzbekistan garment and textile association” known as “O‘zto‘qimachilik sanoat” and the association has over 7,000 associated member enterprises and local textile, garments enterprises are actively working on electronic commerce platforms and making garment, textile products available through online stores, online giant Wildberries has already opened its branch offices and representative office in Uzbekistan. However, online retail giants Amazon.com which mainly operates in the USA and Europe as well as AliExpress most known as Alibaba.com which operates in Chinese markets, South East Asia are still not present within the country which could also create good conditions for the country’s economy and create the competition for local online and e-commerce providers such as Uzun.uz, bulavka.uz, mato.uz, fratelli casa, uzbtextile.com, shoptextile.uz and several other ones and association includes several sectors as well. Also, the share of textile field in GDP of Uzbekistan if in 2018 comprised only 4% and grow by 4,6% in 2019, then at current it is comprising 8% by 2022.

Particularly, the indicators of light industry rose by 62,75 billion soums in 2022, in 2021 by 52,37 billion soums, in 2019 by 31,7 billion soums in comparison with year of 2016 where it was only 18,6 billion soums, consequently, compared by year of 2016 to 2022 indicators have risen by 3,37 times in 2022, and to 2,81 times in 2021 accordingly.

Hence, almost all of the current areas increased (Table-1) over a period from 2018 and 2023. Others fields like cotton yarn, knitwear and knitted fabric rose stably along with other areas. For example, cotton yarn rose from 427,9 thousand.tons to 940,3 thousand.tons which is 512,4 thousand.tons

increment and with 119,8% increment, knitwear has risen from 319,7 mln.pieces to 455,8 mln.pieces production with 136,1 mln.pieces increment and rose by 42,6% from 2018 to 2023, finally knitted fabric manufacturing rose from 60,5 thousand.tons to 105,2 thousand.tons, which is 44,7 thousand.tons growth and 73,9% rise from 2018 to 2023. Meanwhile, the index of fabrics production increased from 533,3 mln.sq.m to 767 mln.sq.m which is 233,7 mln.sq.m growth and with 43,8% rose from 2018 to 2023. At the same time, significant increase was observed in field of sewing products and here also sharp rise was observed as the index of current area rose from 2873,8 bln.soums to 5570 bln.soums which comprise 2696,2 bln.soums of rise and with an increment of 93,8% from 2018 to 2023.

Hosiery production (Table 1) is also considered as important area of textile field. Thus, it can be seen that the indicator of hosiery production grew dramatically from 117 mln.pairs to 305 mln.pairs indicating 188 mln.pairs increment and comprised 160,7% from 2018 to 2023.

**Table 1.**  
**Indicators of production of light industry products of Uzbekistan<sup>10</sup>**

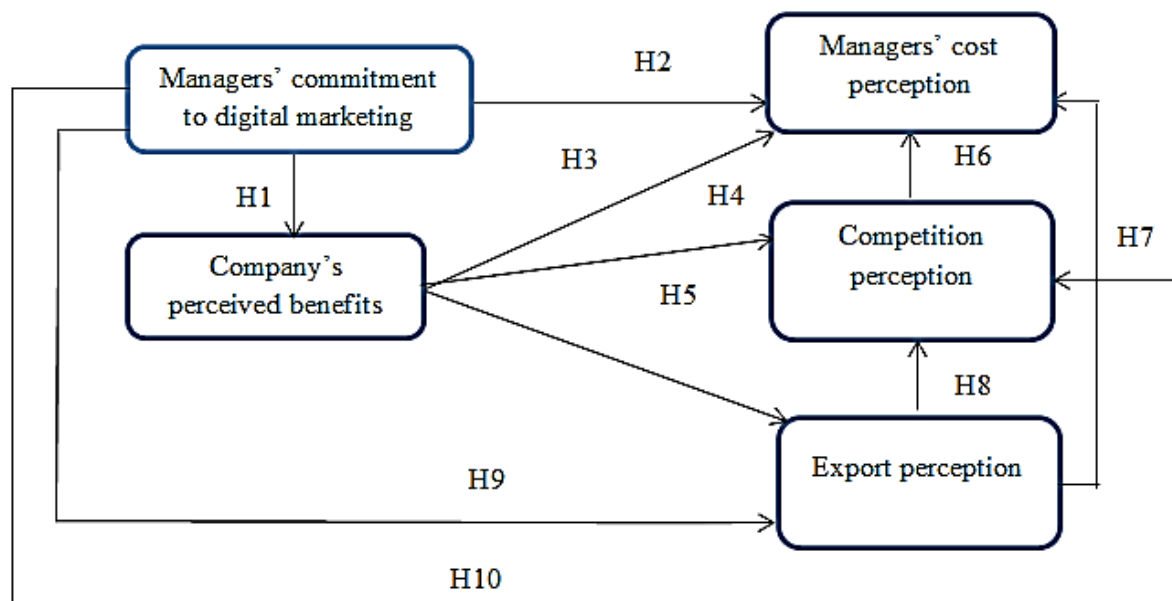
Indicators	2018	2019	2020	2021	2022	2023	Differ- ce (+/ and (%) 2023- 2018	
<b>Cotton yarn (thousand tons)</b>	427,9	528,6	614,8	789	841,6	940,3	512,4	119,8
<b>Fabrics (million m2)</b>	533,3	407,4	607,8	590,8	741,8	767,0	233,7	43,8
<b>Knitwear (mln.pieces)</b>	319,7	342,5	345,4	411,0	423,8	455,8	136,1	42,6
<b>Knitted fabric (thousand tons)</b>	60,5	54,1	97,3	75,1	102,5	105,2	44,7	73,9
<b>Sewing products (bln.soums)</b>	2873,8	3216,8	4080,9	4679,8	5174,7	5570,0	2696,2	93,8
<b>Hosiery (million pairs)</b>	117,0	126,4	155	219,8	286,4	305,0	188,0	160,7

At the same time, as the enterprises in textile, garment, knitting industries tend to be based on B2B perspective in business and operations management processes, a research has conducted a survey consisting of 320 enterprises by using Google survey<sup>11</sup> form in garment, knitting, textile industries in order to make the analysis of the usage of digital marketing technologies in garment, knitting, apparel industries.

<sup>10</sup> Author's work based on data of Statistics Agency Under the President of the Republic of Uzbekistan, *Industry of the Republic of Uzbekistan*

<sup>11</sup> Results of the research <https://docs.google.com/forms/d/1dXm27gGlmj0Vh3/>

Meanwhile, a research has conducted a variety of marketing research analysis including EFA which exploratory factor analysis and CFA confirmatory factor analysis by using SPSS (Statistical Package for the Social Sciences) and SPSS AMOS, along with Microsoft Excel during the research process. As for data analysis we have performed preliminary analysis of the scale by EFA analysis using Maximum likelihood and Varimax rotation (provided in appendices) by using SPSS and then we used CFA analysis by using AMOS program and received the following results:



**Figure 3. Marketing research hypothesis model<sup>12</sup>**

**Hypotheses:**

H1: Managers' commitment to digital marketing positively influences the benefit perception by company;

H2: Managers' commitment to digital marketing positively influences the cost perception by managers;

H3: Company's perceived benefits positively influences the positively influences the cost perception by managers;

H4: Company's perceived benefits positively influences the competition perception;

H5: Company's perceived benefits positively influences the export perception;

H6: Competition perception positively influences the cost perception by managers;

H7: Export perception positively influences the cost perception by managers;

H8: Export perception positively influences the competition perception;

H9: Managers' commitment to digital marketing positively influences the export perception;

<sup>12</sup> Author's development

H10: Managers' commitment to digital marketing positively influences the competition perception.

Exploratory Factor analysis using the maximum likelihood method with Varimax rotation is used for analyzing the factor structure and correlation between items included in the scale. The results of rotated factor matrix are provided in the following tables. We started by testing on Cronbach's Alpha test for the reliability of the survey results and as a result Cronbach's Alpha shows the result of 0,858 which is quite good indicator as it is result should be close to 0,90.

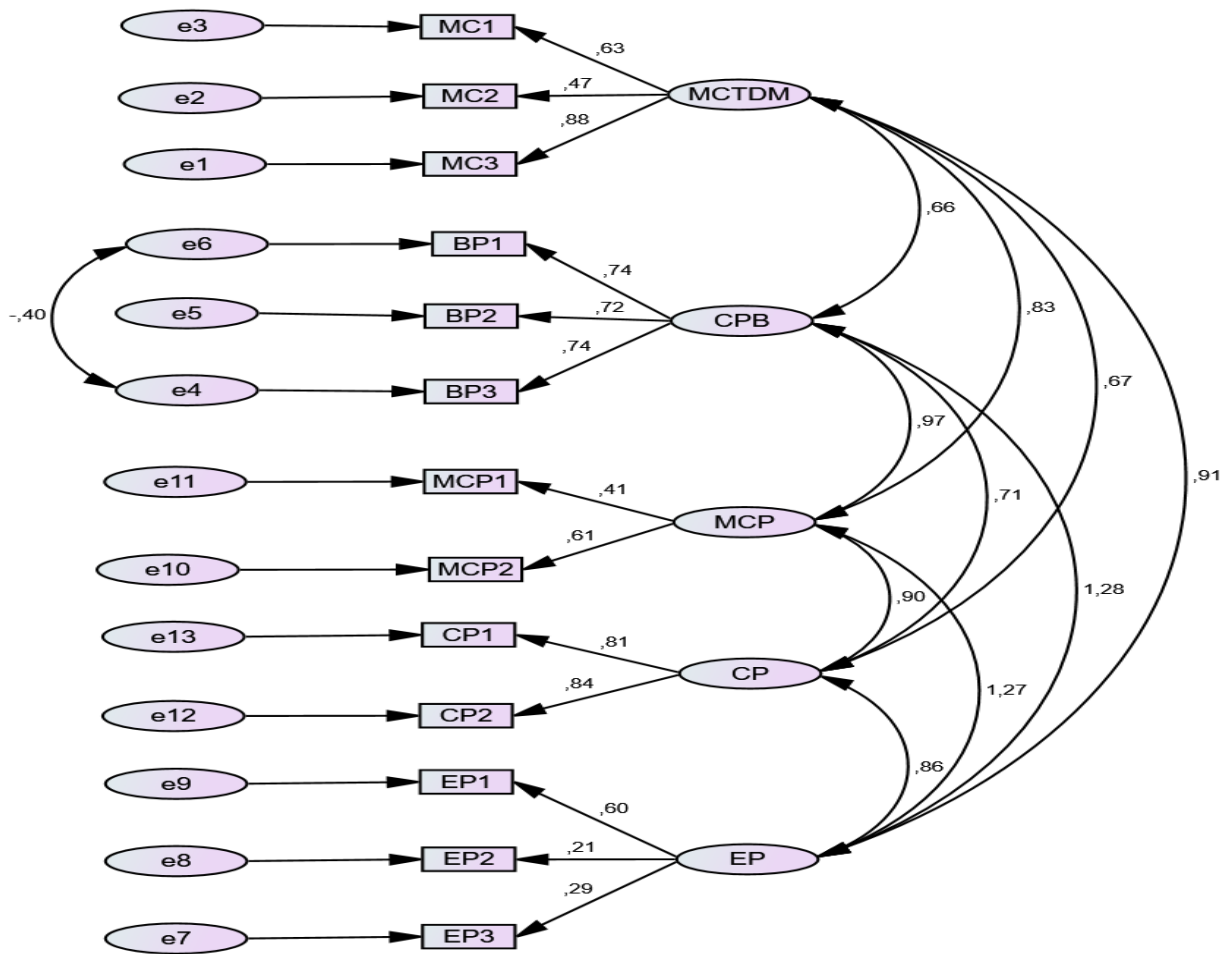


Figure 4. Calculated SEM model<sup>13</sup>

The result of CFA demonstrates that model had good fit statistics including  $\chi^2/df=1.334$ , RMSEA of 0.055, SRMR of 0.068, CFI of 0.962 and PClose is 0,385. The recommended values are provided in the bracket based on the guidelines of Hu and Bentler (1999)<sup>14</sup> and Browne and Cudeck (1992)<sup>15</sup> (RMSEA<.08, SRMR>.10, CFI>.90, PClose <0.01).

<sup>13</sup> Author's own development

<sup>14</sup> Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.

<sup>15</sup> Browne, M. W., & Cudeck, R. (1992). Alternative ways of assessing model fit. *Sociological methods & research*, 21(2), 230-258.



**Table 2.****Hypothesis testing between each pairs variables<sup>16</sup>**

No.	Paths	Estimate	P	Remarks
H1	Managers' commitment to digital marketing (MCTDM)>Company's perceived benefits(CPB)	0,658	0.001	H1 Supported
H2	Managers' commitment to digital marketing (MCTDM)>Managers' cost perception(MCP)	0,831	0.001	H2 Supported
H3	Company's perceived benefits(CPB)>Managers' cost perception(MCP)	0,971	0.001	H3 Supported
H4	Company's perceived benefits(CPB)>Competition perception(CP)	0,711	0.001	H4 Supported
H5	Company's perceived benefits(CPB)>Export perception (EP)	1,279	0.005	H5 Not Supported
H6	Competition perception(CP) >Managers' cost perception(MCP)	0,899	0.001	H6 Supported
H7	Export perception(EP)>Managers' cost perception(MCP)	1,272	0.005	H7 Not Supported
H8	Export perception(EP)>Competition perception(CP)	0,856	0.001	H8 Supported
H9	Managers' commitment to digital marketing(MCTDM)>Export perception(EP)	0,912	0.001	H9 Supported
H10	Managers' commitment to digital marketing(MCTDM)>Competition perception(CP)	0,668	0.001	H10 Supported

At the same time, based on the results obtained the hypothesis tests were undertaken based on Structural Equation Model which is SEM model (Figure 3 and Figure 4) and descriptions were provided in Table 2 which also provides a summary of the causal relationships represented in the given hypotheses. Considering (coefficients>0,50) criteria and correlation loadings. Thus, we could observe strong relationships relating to H3, H9 with values of 0.97, 0.91, also a positive relations between H6 with value of 0.89 and H8 with value of 0.85 as well as H4 with value of 0.71 with strong correlation. Meanwhile, it can be said that company's perceived benefits positively influence to cost perception by managers as well as managers' commitment to digital marketing positively influences to export perception (H3, H9).

Similarly, competition perception positively contributes to managers' cost perception, export perception positively influences to competition perception as well as company's perceived benefits positively influences to competition perception (H6, H8, H4). Accordingly, we consider accepting theses H3, H9, H6, H8, H4 hypotheses as they have strong and moderate relationships between each

<sup>16</sup> Author's development

other. A perfect positive correlations can be considered as H5 and H7 with value of 1.27 in which case we reject these hypothesis as an increase or decrease of the variables are perfectly proportional such perceived benefit of company, having influence to export perception and export perception having influence to cost perception of company's managers.

A moderate correlation can be observed in H1 with value of 0.65 and H10 with value of 0.66 which indicates for the acceptance of these hypotheses, as in particular, managers' commitment to digital marketing within garment, knitting enterprises positively influences to company's perceived benefits and competition perception. The highlighted variables that have positive relationships between each other have good impact into the digital marketing activities, export, cost, benefit perceptions of garments, knitting and textile enterprises.

The Chapter III of the dissertation thesis known as **“Enhancement of the process of the use of digital marketing technologies in garment and knitting enterprises”** the mechanisms for the introduction of the use of digital marketing strategy in garment, textile enterprise, practical suggestions for improving digital marketing technologies and evaluating the efficiency of their implementation, as well as promising directions have been developed. Proposals for increasing the efficiency of activities in garment, textile enterprises are given.

Digital marketing methodology relates to the systematic approach and to the set of strategies that are used in planning, measuring, executing marketing activities in digital field. At the same time, digital marketing methodology involves for the use of digital platforms, channels, promoting products and services including garment, knitting, apparel products and certainly achieving marketing objectives. At the same time, that is critical to mention regarding the methodology of the use of digital marketing technologies for garment, knitting enterprises and that methodology can be implemented through implementation of digital marketing metaverse based on RAMI 4.0 model for garment, knitting industries.

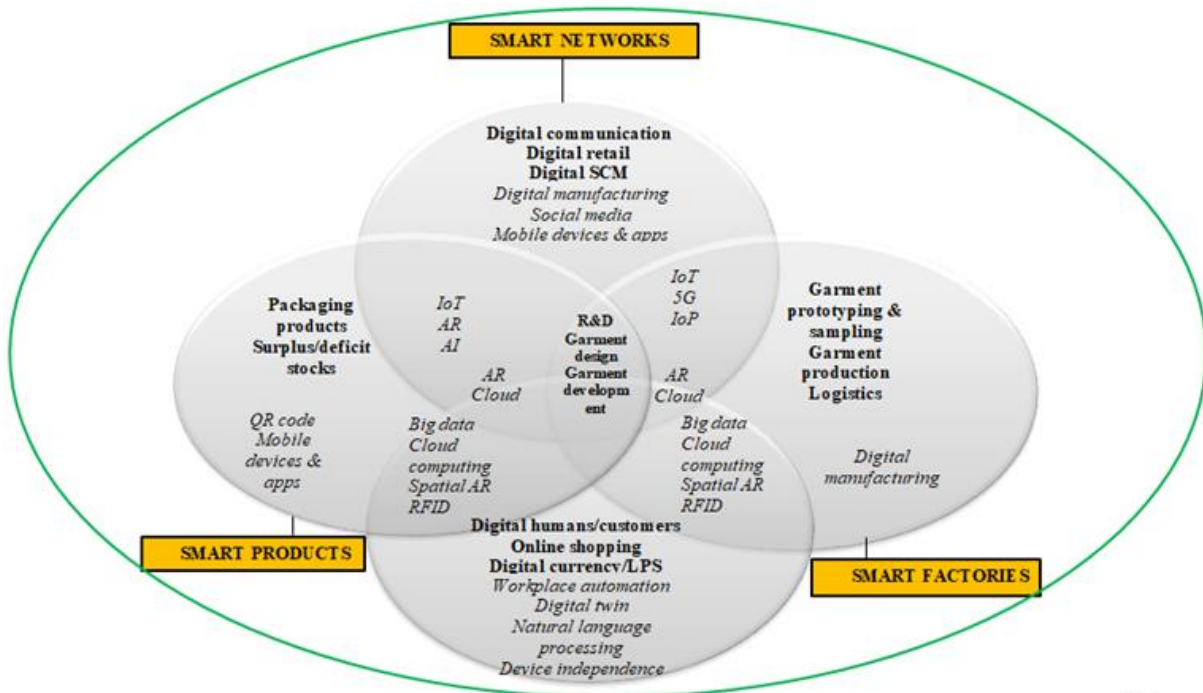
Thereby, from author's point of view of the current dissertation the use of digital marketing methodology is crucially important for garment, knitting enterprises and this kind of digital marketing metaverse model for garment, textile enterprise is provided by the author in Figure 5 with its key components. Thus, the general model based changes that have an impact on fashion, garment, knitting products and accepting the concept of Industry 4.0 three elements are combined to each other such as “smart networks”, “smart products” and “smart factories” by comprising a single set of system for digital marketing metaverse for garment, textile enterprise. Meanwhile, the current synthesis into quadrilateral model may be considered as new vision which is coming from the studies of architectural models that can utilize all the potentials proposed by Industry 4.0 model. Thereby, coming up from the current idea (Figure 5) integrates into that quadrilateral structure of all main processes, garment enterprise's business components and units charactering fashion field and industry.

Thus, smart factory of the area is comprised of garment prototyping and sampling garment production and logistics.

Smart networks part comprises digital communication, digital retail and digital supply chain management.

Smart products part comprises products packaging management process, surplus or deficit stocks of garment, knitted products and fourth quadrant comprises digital customers or humans, online shopping and digital currency or LPS (Local payment systems), Click, Payme, UPay for digital customers' online purchase making abilities of digital garments as well as research and development, garment development and design which is placed at the central part of the model which functions as a perfect connection among the four components.

Thereby, Figure 5 connects all the major digital technologies and applications supporting RAMI 4.0 model to each of the field.



**Figure 5. Digital marketing metaverse model for garment, textile enterprises' activity development<sup>17</sup>**

Meanwhile, at the current moment almost all of the customers are straying in streets by looking very attentively to their smartphones as that phenomenon provides realizing truly the importance of “virtual” identity via social media platforms such as Facebook, Twitter, Instagram and others the current represents creating true visualization of human body and garment product in that human body, how it looks just like in real life by reflecting the concept of visualization of the self through digital medium in digital market metaverse of garment, knitting industry.

<sup>17</sup> Author's development

For the purpose of efficiency calculation of digital marketing efforts we are suggesting for the DMROI model which is digital marketing return-on-investment and it is a measurement that digital marketing campaigns of garment, knitting enterprises and considered as (ROI) or simply saying how much revenue and profit has the particular garment, for example: how much of efforts of garment, knitting companies' efforts are usually generated from digital marketing technologies campaigns.

Thus, digital marketing efficiency should be performed based on digital marketing return on investment based on

$0.000 \leq \text{DMROI} \leq 0.330$  low digital marketing return on investment efficiency

$0.331 \leq \text{DMROI} \leq 0.660$  moderate digital marketing return on investment efficiency

$0.661 \leq \text{DMROI} \leq 1.000$  high digital marketing return on investment efficiency

At the same time, digital marketing return on investment is calculated as follows:  $\text{DMROI} = \frac{\text{Revenues} - \text{Expenses (costs)}}{\text{Expenses (costs)}} \times 100$

Which is determined by the formula provided below:

$$\text{DMROI} = \left( \frac{\text{Revenue} - \text{costs}}{\text{costs}} \times 100 \right) \quad (3.1)$$

Thus, digital marketing return on investment (DMROI) for example, for MONOMY LLC enterprise is 20% only on digital marketing content and which is quite low indicator of return or even can be considered as loss, thus, the enterprise should develop its digital marketing campaigns, digital marketing technologies and digital presence, because the company is that that famous among other garment, textile companies. Thereby, to be efficient the company should work closely with its customers, learn their needs, preferences and possibly hire as outsourcing marketing specialists to develop digital marketing activities of the enterprise to increase its return on investments and certainly the revenues. Thus, it can be said that DMROI efficiency rate can be received by dividing three times by digit of 100 in order to receive the ratio indicator for three companies, first is MAIRIN LLC DMROI is 0,54 moderate rate, second HAMZA EXPO ART TEXTILE DMROI is 0,88 high rate and MONOMY LLC DMROI is 0,20 which low efficiency rate and based on DMROI digital marketing efficiency for three garment enterprises the efficiency level works quite well.

At the same, as the concluding point forecasting of the textile products for the year of 2030 is required as it was mentioned before as well as correlation and regression analysis is also undertaken by considering an independent variable and dependent variables.

**Table 3.**

**Regression table of dependent and independent variables<sup>18</sup>**

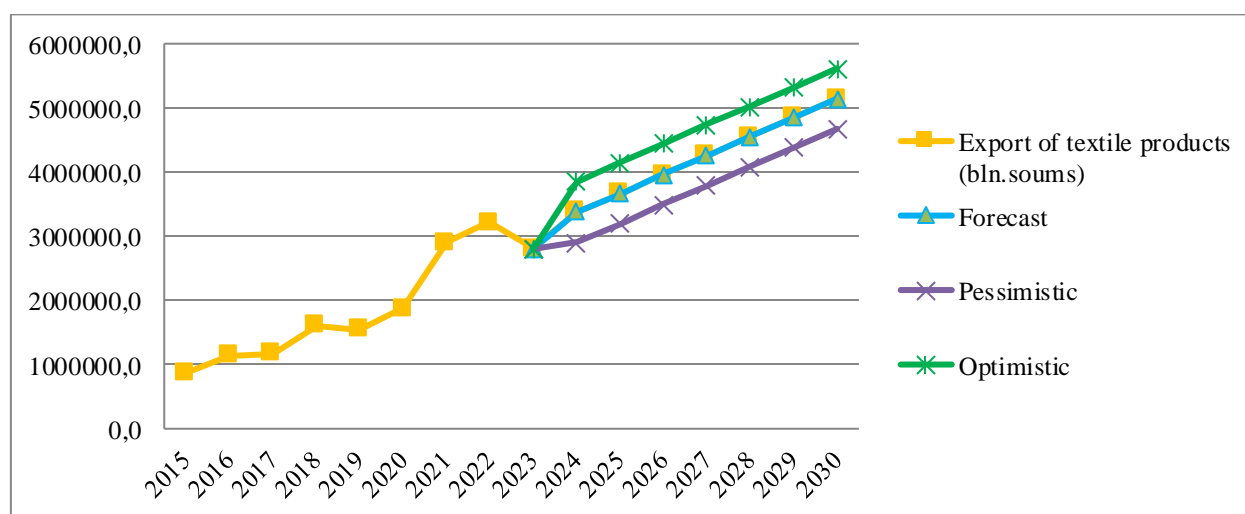
	Export of textile products (bln.soums)	Light industrial goods retail turnover (bln.soum)	Production of light industrial consumer goods (bln soums)	Sector of information economy and e-commerce (bln.soums)	Population (mln.people)
Years	Y	X1	X2	X3	X4
2015	868674,6	2719,3	1720,8	3 876,3	31022,5
2016	1146552,7	3364,50	2487,7	4 967,7	31575,3
2017	1169852,7	4031,20	2951,2	6 377,8	32120,5
2018	1606392,5	5499,80	3490,55	7 732,1	32656,7
2019	1547409,6	6088,40	4029,9	8 491,9	33255,5
2020	1869886,5	6585,30	4569,25	10 777,0	33905,2
2021	2904163,8	8214,90	5108,6	17 066,5	34558,9
2022	3221087,0	8722,10	5647,95	27 791,2	35271,3
2023	2801003,0	9718,84	6187,3	32 078,5	36 024,9

Thus, according to calculations of Table 3 variables on Eviews software program: R-squared is 0,92 which is quite good indicator.

F-statistic or Fisher criteria is 12.90 which calculated value and F-table value is 5,59 which is low than calculated value and which is also absolutely acceptable. Prob(F-statistic) 0.014767 is also acceptable because it small than p-value of 0,05. Thus, all of the three independent variables of X1, X2, X3 positively influence to export of textile products. However, the increasing number of population negatively influences to the export of textile products.

Meanwhile, forecasting is considered to be critical for achieving operational objectives of garment, knitting industries and its purpose is to assist to make the prediction of how the future of garment, knitting and textile enterprises may look like actually.

Based on the current data we can draw a forecasting in the following way:



**Figure 6. Forecast of textile export for 2030<sup>19</sup>**

<sup>18</sup> Author's calculations based on data of Statistics agency under the President of the Republic of Uzbekistan

<sup>19</sup> Author's calculations based on data of Statistics agency under the President of the Republic of Uzbekistan

It can be said that according to forecast analysis as indicated in Figure 6 the export level is forecasted to reach the level of 5,1 bln.soums in pessimistic scenario that may face the level of 4,6 bln.soums and in optimistic scenario its level may reach up to 5,6 bln.soums and in that case the settled objectives for garment, textile industry can be reached taking into account the implementation of digital marketing technologies, its elements and tools into the garment, textile operations of these enterprises. It is expected to raise by 1,8 times in 2030 in relation to 2023. Also, it is anticipated to raise by 83,7% in 2030 in relation to 2023 and comprise 5,1 bln.soums accordingly.

## **CONCLUSION**

Based on the results of the research, the following conclusions were reached:

1. Digital marketing can be defined as the process of performing of all the marketing activities via online means including web sites, mobile applications, online advertisements and others and with the introduction of the Internet which has revolutionized the world the businesses have started to broadly implement digital technologies Digital marketing includes the key elements such as content marketing, influencer marketing, viral marketing, mobile marketing, affiliate marketing, social media marketing, search engine optimization, electronic billboards, pay per click(PPC), radio and TV, web based advertisements content marketing, blogs, e-mail marketing and many others including e-commerce and e-business of digital platforms.

2. Digitalization and platformization of the operations of enterprises are quite critical aspect and have to be necessarily undertaken by enterprises including garment, apparel, textile, knitting industries and with implementation of artificial intelligence, IoT, work efficiency can increase twice and more times. garment, knitting industries can also implement electronic and customer centric platforms that may enable garment, fabric, fiber, knitwear manufacturers to integrate business operations with fashion, sports, accessories brands and others B2B sector entities though Production management and Interactive design systems and coordinate e-commerce activities while working with customers on their feedbacks, comments.

3. Next technology elements include artificial intelligence (AI), natural language processing (NLP), sensors, robotics, augmented reality (AR), virtual reality (VR), blockchain and internet of things 3D printing, blockchain technology, and others by creating digital marketing ecosystems and digital marketing “metaverse” allows enterprises including garment, knitting, apparel enterprises to create the world of garment, apparel products or services and by taking customers via immersive experience and its key elements include human prototyping, CAD, CAM, EPOS, CIM, CAA, 3D technology, LPS technologies, virtual try-on and others.

4. Due to development of garment, knitting enterprises in Uzbekistan, the export levels began raising as if finished products, garments exported to European countries, North and South America, Korea, Japan, Morocco, Turkey then the garment enterprises receive of 70% of the compensation of the transportation costs, online stores such as Wildberries has already opened its branch office in Uzbekistan, online retail giants such Amazon.com which mainly operates in the U.S.A. and Europe and Chinese based AliExpress known as Alibaba.com which operates in Chinese markets, South East Asia are still not present within Uzbekistan, local online and e-commerce retail providers include Uzum.uz, bulavka.uz, mato.uz, fratelli casa, uzbtextile.com, shoptextile.uz.

5. GSP+(Global system of preferences plus) can provide local garment, textile companies the value by enabling to export textile products duty free access to European markets which has the potential of 1,03 billion of the European population and that gives huge opportunity to export local garment, knitting products to Europe under “Made in Uzbekistan” program as consequently export level can be reached to \$7 billion USD by 2025 to over 65 countries and if successful to reach the point of \$10 billion USD by 2027 by making garment, textile products available in the USA, Israel, Kenya, Morocco, Southeast Asian countries.

6. Light and textile industry sector of Uzbekistan along with manufacturing sector in stably developing and the share of textile, garment sector in GDP of Uzbekistan in 2018 comprised only 4% and grow by 4,6% in 2019, then at current it is comprising 8% by 2022. Even though Uzbekistan faced with huge Covid-19 pandemics in 2021, 2022 the tendency of textile products still used to grow and the proportion of textile products in the structure of industrial production comprised 13,65% in 2022 which is also a quite acceptable indicator and the research identified using EFA, CFA, SEM model, there is a positive relationship of 0,91 between managers’ commitment to digital marketing and export perception of the managers that indicate for the necessity of implement and use of digital marketing technologies within garment, knitting and textile enterprises.

7. Majority of garment, knitting enterprises expressed for the absence of online store only 72,2% within their enterprises and only 27,3% have their online stores which showed for the non-implementation, usage of digital marketing technologies, 54,5% of target adverting and 45,5% of non-usage of target advertising on the web which indicates for the obligatory neccessity to implement digital marketing technologies within garment, knitting enterprises.

8. Digital marketing methodologies for garment, knitting enterprises can be suggested and considered the digital marketing metaverse model based on reference architecture model of RAMI 4.0 as textile metaverses tend to face popularity even though it is one of the new technologies, metaverses of Tommy Hilfigur can be one of the obvious examples that started to implement the textile metaverse within its company and operations.

9. Digital marketing return-on-investment of garment company's digital marketing technology's or campaign's profits or even losses and by measuring DMROI indicator a garment, knitting industry will be able to define the digital marketing technologies efficiency and Uzbekistan's garment, knitting and textile industry export levels is anticipated to increase hugely and expected to raise by 1,8 times in 2030 in relation to 2023. Meanwhile, it is anticipated to raise by 83,7% in 2030 in relation to 2023 and comprise 5,1 bln.soums accordingly.



**НАУЧНЫЙ СОВЕТ DSc.03/30.12.2020.I.16.02 ПО ПРИСУЖДЕНИЮ  
УЧЕНЫХ СТЕПЕНЕЙ ПРИ ТАШКЕНТСКОМ ГОСУДАРСТВЕННОМ  
ЭКОНОМИЧЕСКОМ УНИВЕРСИТЕТЕ**

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**ТАШКЕНТСКИЙ ГОСУДАРСТВЕННЫЙ ЭКОНОМИЧЕСКИЙ  
УНИВЕРСИТЕТ**

**АЛИЕВ АБДУЛАЗИЗ ИСМАИЛОВИЧ**

**РАЗВИТИЕ ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЙ НА ОСНОВЕ  
ЦИФРОВЫХ МАРКЕТИНГОВЫХ ТЕХНОЛОГИЙ**

**08.00.11 - Маркетинг**

**АВТОРЕФЕРАТ**  
**диссертации доктора философии (PhD) по экономическим наукам**

**Ташкент – 2024**

Тема диссертации доктора философии (PhD) по экономическим наукам зарегистрирована Высшей аттестационной комиссией под № В2022.2.PhD/Iqt2265.

Диссертация выполнена в Ташкентском государственном экономическом университете.  
Автореферат диссертации размещен на трех языках (узбекском, английском и русском (резюме)) на веб сайте Научного совета ([www.tsue.uz](http://www.tsue.uz)) и на сайте информационно-образовательном портале «Ziyoulet» ([www.ziyoulet.uz](http://www.ziyoulet.uz)).

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Защита диссертации состоится « 3 » 12 14:00 2024 года на заседании научного совета DSc.03/30.12.2020.I.16.02 по присуждению ученых степеней в Ташкентском государственном экономическом университете. Адрес: 100066, г.Ташкент, улица Ислама Каримова, 49, Телефон : (99871) 239-28-72, факс: (99871) 239-41-23 , e-mail : [info@tsue.uz](mailto:info@tsue.uz).

С диссертацией можно ознакомиться в информационно-ресурсном центре Ташкентского государственного экономического университета (зарегистрировано под номером 1533). Адрес: 100066, г.Ташкент, улица Ислама Каримова, 49, Телефон: (99871) 239-28-72, факс: (99871) 239-41-23, e-mail: [admin@tsue.uz](mailto:admin@tsue.uz).

Автореферат диссертации разослан « 18 » 11 2024 года.  
(протокол реестра № 38 от « 18 » 11 2024 года)



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## **РЕЗЮМЕ (аннотация диссертации доктора философии (PhD) по экономическим наукам)**

**Целью исследования** заключается разработка предложений и рекомендаций по развитию деятельности предприятий на основе цифровых маркетинговых технологий.

**Объектом исследования** бырана цифровая маркетинговая деятельность швейных, трикотажных предприятий при Ассоциации предприятий текстильной и швейно-трикотажной промышленности Узбекистана “Узтекстильпром”.

**Предметом исследования** являются экономико-социальные отношения, возникающие при совершенствовании цифровых маркетинговых технологий в развитии деятельности швейно-трикотажных предприятий.

**Научная новизна исследования заключается в следующем:**

совершенствован эффективный способ взаимодействия предприятий, производящих швейно-трикотажную продукцию, за счет разработки электронной и клиенто-ориентированной платформы для координации всего швейно-трикотажного, текстильного предприятия путем взаимной интеграции к другим подразделениям вместе с системами управления производством и интерактивной системы проектирования для внедрения в электронную коммерцию и стимулирования продаж швейной, текстильной продукции;

совершенствован способ разработки эффективных платформ цифрового маркетинга для швейных и текстильных предприятий при ассоциации “Узтекстильпром” посредством трех элементов таких как “умные сети”, “умные продукты” и “умные фабрики”, интегрировав их в единый комплекс системы “Метавселенной цифрового маркетинга” для швейных, текстильных предприятий;

обосновано предложение анализа (DMROI), которая определяет эффективность инструментов цифрового маркетинга в рамках цифровой маркетинговой деятельности, демонстрируя качество модели внедрения соответствующих цифровых платформ для использования в швейных, трикотажных предприятиях разделяя их в категории как “низкая эффективность”  $(0,000) \leq DMROI \leq (0,330)$ , “средняя эффективность”  $(0,331) < DMROI < (0,660)$ , “высокая эффективность”  $(0,661) < DMROI < (1,000)$  уровень эффективности показателей адекватности оценки;

разработаны прогнозные показатели до 2030 года на основе трендовой модели взаимозависимости факторов, влияющих на экспорт текстильной продукции в Узбекистане.

**Практические результаты исследования состоят в следующем:**

На основе научных рекомендаций и практических выводов, направленных на развитие деятельности предприятий на основе технологий цифрового маркетинга, достигнуты следующие результаты:

предложение по совершенствованию эффективного способа взаимодействия предприятий, производящих швейно-трикотажную продукцию, за счет разработки электронной и клиенто-ориентированной платформы для координации всего швейно-трикотажного, текстильного предприятия путем взаимной интеграции подразделениям вместе с системами управления производством и интерактивные системы проектирования для внедрения в электронную коммерцию и стимулирования продаж швейной, текстильной продукции внедрена в

деятельность ассоциации “Узтекстильпром”, (справка №03/25-922 от мая 24 ноября 2024 года ассоциации “Узтекстильпром”. В результате реализации настоящего предложения уровень выручки от реализации продукции ООО “MAIRIN” в 2023 году увеличился на 14,7% по сравнению с 2022 годом. Показатель выручки в 2022 году составил 7455,3 млн.сум соответственно.

предложение по совершенствованию способа разработки эффективных платформ цифрового маркетинга для швейных и текстильных предприятий при ассоциации “Узтекстильпром” посредством трех элементов таких как “умные сети”, “умные продукты” и “умные фабрики”, интегрировав их в единый комплекс системы “Метавселенной цифрового маркетинга” для швейных, текстильных предприятий внедрена в деятельность ассоциации “Узтекстильпром”, (справка №03/25-922 от мая 24 ноября 2024 года ассоциации “Узтекстильпром”. В результате реализации настоящего предложения уровень экспорта швейной, текстильной продукции компании “HAMZA EXPO ART TEKSTIL” увеличился в 2023 году на 20,7% по сравнению с 2022 годом, тогда как в 2022 году показатель экспорта составил 43469,5 млн.сум соответственно.

предложение по обоснования предложенного анализа (DMROI), которая определяет эффективность инструментов цифрового маркетинга в рамках цифровой маркетинговой деятельности, демонстрируя качество модели внедрения соответствующих цифровых платформ для использования в швейных, трикотажных предприятиях разделяя их в категории как “низкая эффективность”  $(0,000) \leq DMROI \leq (0,330)$ , “средняя эффективность”  $(0,331) < DMROI < (0,660)$ , “высокая эффективность”  $(0,661) < DMROI < (1,000)$  уровень эффективности показателей адекватности оценки внедрена в деятельность ассоциации “Узтекстильпром”, (справка №03/25-922 от мая 24 ноября 2024 года ассоциации “Узтекстильпром”. В результате реализации настоящего предложения уровень выручки от реализации продукции ООО “MONOMY” в 2023 году увеличился на 12,9% по сравнению с 2022 годом. Показатель выручки в 2022 году составил 3841,3 млн.сум соответственно.

предложение по разработке прогнозных показателей до 2030 года на основе трендовой модели взаимозависимости факторов, влияющих на экспорт текстильной продукции в Узбекистане внедрена в деятельность ассоциации “Узтекстильпром”, (справка №03/25-922 от мая 24 ноября 2024 года ассоциации “Узтекстильпром”. В результате данное предложение было использовано при разработке стратегии развития текстильных предприятий до 2030 года и при разработке прогнозных показателей экспорта продукции.

**Апробация результатов исследования.** Результаты текущего исследования обсуждались всего на 6 научно-практических конференциях, в том числе 2 республиканских и 4 международных.

**Публикация результатов исследования.** По теме диссертации опубликовано 13 научных работ, в том числе 3 статьи в журналах, утвержденного ВАК Республики Узбекистан, 2 статьи опубликованных в республиканских и 1 статья опубликованная в международном журнале и 9 тезисов в виде научных докладов в конференциях.

**Содержание диссертационной работы.** Диссертационная работа состоит из введения, трех глав, заключения, списка литературы и приложений. Объем диссертации составляет 131 страниц.

**E'LON QILINGAN ISHLAR RO'YXATI**  
**LIST OF PUBLISHED WORKS**  
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**I bo'lim (I часть, I part)**

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5. A.Aliev. Review of the use of elements of digital marketing technologies in garment and knitting enterprises. “Проблемы маркетинга предпринимателей-бизнесменов Узбекистана в условиях адаптации к рынкам товаров и услуг евразийского экономического союза” Сборник статей Международной научной конференции в НамИТИ, 21 май 2022 г. стр.612-616.

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## **II bo'lim; (II часть; II part)**

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Avtoreferat «Public Publish Printing» nashriyotida tahrirdan oʻtkazildi.

Bosishga ruxsat etildi: 15.11.2024-yil.  
Bichimi 60x84 1/16, «Times New Roman»  
garniturada raqamli bosma usulida bosildi.  
Shartli bosma tabogʻi 3,3. Adadi: 100. Buyurtma: № 30.

«Public Publish Printing» MChJ  
bosmaxonasida chop etildi.  
Toshkent, M.Ulugʻbek tum., Moylisoy, 22.