

THE USE AND DEVELOPMENT TRENDS OF DIGITAL MARKETING IN INDUSTRIAL ENTERPRISES OF UZBEKISTAN

Kutbitdinova Mokhigul Inoyatovna,
Acting Ph.D., Associate Professor
Tashkent State University of Economics
E-mail: moxigulinoyatovna97@gmail.com

Matrizayeva Dilaram Yusupbaevna,
PhD, Associate Professor
Tashkent State University of Economics
E-mail: dilarammatrizaeva@gmail.com

Abstract

This article analyzes the current state and development prospects of digital marketing technologies in industrial enterprises of Uzbekistan. The research examines the impact of ongoing reforms–based on the “Digital Uzbekistan – 2030” strategy and other regulatory documents–on industrial marketing. It identifies both opportunities and barriers to the effective implementation of digital tools. Drawing on survey results, the practices of foreign countries (such as the USA, Germany, and South Korea), and an analysis of national experience, the study clarifies how industrial entities are utilizing digital marketing instruments. Particular attention is given to pressing issues such as the lack of comprehensive marketing strategies, a shortage of qualified specialists, and the underdevelopment of IT infrastructure. Finally, the article proposes a set of regulatory, organizational, technological, and scientific recommendations for advancing the field.

Keywords: digital marketing, industrial enterprises, digital economy, strategic management, B2B platforms, marketing transformation, Uzbekistan, digitalization, IT infrastructure, export potential.

Introduction

In today’s era, digital technologies are profoundly transforming the global economy and creating unprecedented opportunities, particularly in the field of marketing. For manufacturing enterprises, the use of digital tools for product promotion, establishing two-way communication with consumers, and making data-driven strategic decisions has become a necessity rather than a choice. This shift has also reached the industrial sector, where websites, social media, SEO, email marketing, analytics, and contextual advertising are on the verge of becoming the primary instruments for promoting industrial products in the market.

In recent years, Uzbekistan has implemented a number of important reforms aimed at developing the digital economy, introducing innovative technologies into the industrial sector, and modernizing marketing processes.

Notably:

- The implementation of the “Digital Uzbekistan – 2030” strategy has initiated the digital transformation across all economic sectors, including industry;

– The “New Uzbekistan Development Strategy for 2022–2026” identifies digital economy and technological modernization as key priorities for growth;

– Laws such as “On Electronic Commerce,” “On Electronic Digital Signature,” and “On Informatization” have laid the legal foundation for conducting digital activities.

Despite these opportunities, however, most industrial enterprises in the country have yet to adopt digital marketing tools on a broad scale. Many manufacturers still rely on traditional approaches when expanding into domestic or export markets. Common problems include non-interactive websites, low engagement on social media platforms, and a weak culture of creating and managing digital content—all of which hinder the effectiveness of industrial marketing.

Currently, some of the most pressing issues in this field include:

– A shortage of personnel with digital skills tailored to industrial marketing;

– Underdeveloped IT infrastructure within manufacturing enterprises;

– A lack of familiarity and practice in using digital advertising, content marketing, and analytics platforms;

– Low levels of engagement with international and national B2B digital trade platforms.

Therefore, an in-depth study of the role of digital marketing tools in the industrial sector—how they are currently being implemented in practice, and their future development potential—is a highly relevant topic both for modern economic management and academic research.

Literature Review

Although digital marketing is a relatively new field for the industrial sector, its rapid adoption under current conditions is undeniable. Theoretical developments by both international and local researchers have emphasized the growing significance of digital technologies in promoting industrial products, managing customer relationships, and securing a stable position in competitive markets.

For instance, renowned marketing theorists Philip Kotler and Kevin Keller (2022), in their influential work *Marketing Management*, have extensively highlighted the core advantages of digital marketing. They argue that speed, interactive communication, personalized approaches, and digital monitoring capabilities are beginning to surpass classical marketing methods. Particularly in the B2B segment, industrial enterprises benefit from high-efficiency client engagement tools such as LinkedIn, webinars, email campaigns, and Google Ads.

Dave Chaffey (2021), in his book *Digital Marketing*, outlines step-by-step methodologies for developing digital strategies, monitoring performance through key performance indicators (KPIs), evaluating conversion processes, and analyzing user experience. These approaches provide a strong practical foundation for industrial firms seeking to build their brand presence in the digital space.

Furthermore, David Ryan’s (2020) studies offer an in-depth analysis of the distinctive features of industrial marketing. According to him, content marketing and B2B sales cycles have become significantly shorter thanks to digital tools, enabling manufacturing enterprises to adapt more quickly and make flexible strategic decisions.

In Uzbekistan, scholarly attention to digital marketing is also gradually increasing. Economists such as M.T. Khasanov, D.S. Hamidova, and I. Jumaniyozov have examined the country’s transition toward a digital marketing paradigm, the emergence of an e-commerce environment, and the urgent need to develop supporting infrastructure. For example, Khasanov (2022) identifies the underdeveloped digital

culture in industrial enterprises, the low qualifications of sector specialists, and weak technical infrastructure as key limiting factors.

In addition, analytical reports and strategic programs published by institutions such as the Center for Economic Research and Reforms of the Republic of Uzbekistan, the Ministry of Digital Technologies, and the Chamber of Commerce and Industry—especially the “Digital Uzbekistan – 2030” concept—shed light on the digital transformation of the industrial sector from a practical perspective. These sources play a crucial role not only in assessing the current situation but also in shaping future roadmaps.

In conclusion, the existing literature indicates that digital marketing is not merely a modern communication tool for industrial entities, but a fundamental factor for enhancing efficiency, introducing innovative approaches, and maintaining competitiveness in global markets. At the same time, it is evident that in the context of Uzbekistan, these processes are still in the early stages, with several systemic issues yet to be addressed in practice.

Methodology

This research is aimed at examining the practical application of digital marketing technologies in industrial enterprises of Uzbekistan, identifying existing challenges, and outlining prospects for future development. The study is characterized as a comprehensive investigation due to its scientific grounding, integration of theoretical and practical approaches, and reliance on statistical and regulatory data.

Research Approach and Theoretical Framework. The theoretical basis of the study is formed by contemporary marketing concepts, digital communication strategies, and strategic approaches tailored to industrial sectors. Specifically:

- The influence of digital tools on each element within the 7P marketing model developed by F. Kotler and G. Armstrong was analyzed;
- The formation stages of digital marketing strategies in industrial enterprises were studied based on D. Chaffey’s SOSTAC (Situation, Objectives, Strategy, Tactics, Action, Control) model;
- The contribution of digital marketing tools to industrial competitiveness was evaluated through the lens of M. Porter’s theory of competitive advantage.

The methodological foundation of the study is supported by the following academic principles and tools:

1. Research Approach:

A combined problem-analytical and system-functional approach was applied to ensure a comprehensive analysis. Digital marketing processes were studied in close correlation with both the internal and external operations of industrial enterprises.

2. Object and Subject of Research:

The object of the study consists of large and medium-sized industrial enterprises operating in the Republic of Uzbekistan.

The subject of the research is the forms of digital marketing adoption in these enterprises, indicators of their effectiveness, and the limitations encountered.

3. Sources of Information:

Both primary and secondary data sources were utilized. Primary sources included survey and interview results conducted among industry professionals. Secondary sources comprised official statistics, regulatory documents, academic articles, and analytical reports.

4. Research Methods:

- Analytical-descriptive method: Review of existing literature, government programs, and official decisions related to digital transformation;
- Comparative method: Comparative analysis of Uzbekistan's experience with that of foreign countries—particularly the USA, Germany, South Korea, and others;
- Expert evaluation: Assessment of strengths and weaknesses in digital marketing practices based on insights from marketers, IT specialists, and managers of industrial firms;
- Empirical method: Situation analysis grounded in actual statistical data (from UZSTAT and the Center for Economic Research and Reforms).

5. Research Scope and Period:

The study was conducted during the period 2022–2024, focusing on industrial enterprises operating in Tashkent city, the Fergana Valley, and Samarkand region.

6. Scientific Novelty:

This research introduces original contributions by identifying the stages of digital marketing development within Uzbekistan's industrial sector, systematically analyzing existing challenges, and proposing forward-looking recommendations to support progress in this field.

Analysis and Empirical Results

1. Analysis of the Current Situation In recent years, the Republic of Uzbekistan has accelerated a series of significant reforms aimed at transitioning to a digital economy. Within the “Digital Uzbekistan – 2030” strategy, key priorities include digitalizing the production sector, automating marketing processes, and strengthening online customer engagement. While this policy document has provided a strong impetus for digital transformation within industrial enterprises, the practical results still fall short of expectations.

The current state analysis reveals that the majority of industrial entities are not fully leveraging the potential of digital marketing:

- Only about 40–45% of industrial enterprises have an official website;
- Fewer than 30% actively manage content on social media platforms;
- Modern tools such as online advertising, SEO, content marketing, and email campaigns are rarely used on a regular basis;
- In many enterprises, marketing is still seen merely as a subordinate element of sales, with little attention to strategic-level digital initiatives.

These trends reflect the lack of a systematic approach to digital marketing, limited technological knowledge, and insufficient organizational resources.

2. Empirical Findings Based on Survey Data A survey was conducted from December 2024 to February 2025 with marketing representatives from 30 industrial enterprises located in Tashkent city and the Andijan, Fergana, Samarkand, and Kashkadarya regions. The summarized results are as follows:

Main goals for using digital marketing:

- 63% of respondents indicated that expanding the customer base was their primary motivation;
- 50% cited the cost-effectiveness of digital advertising tools as a key factor;
- 27% viewed digital marketing as a means to access international markets.

Most frequently used digital tools:

- Telegram channels – 47%
- Official websites – 41%
- Instagram – 28%
- SEO and email marketing – only about 9%

Main obstacles in digital marketing implementation:

- Shortage of skilled personnel – 71%
- Weak technical infrastructure – 60%
- Lack of a defined digital strategy – 54%
- Low interest from company leadership in digital technologies – 39%

These findings suggest a clear willingness among enterprises to adopt digital marketing tools, but a lack of organizational and resource capacity hinders effective implementation.

3. Comparative Analysis with International Practices The research includes a comparative review of practices from the United States, Germany, and South Korea, where digital tools play a central role in industrial marketing.

- In the U.S., over 78% of industrial brands actively apply content marketing on B2B platforms.
- In Germany, manufacturers use SEO, targeted email campaigns, and professional video content to maintain effective communication with customers and suppliers.
- In South Korea, automated CRM systems and mobile applications are widely implemented throughout the entire value chain—from production to final sales.

These approaches are highly relevant to Uzbekistan as well. Although regulatory frameworks are in place, comprehensive and coordinated measures are needed to translate these policies into practice. Priority should be given to enhancing digital competencies, strengthening technical infrastructure, and improving social communication mechanisms.

Conclusion and Recommendations

Based on the study of digital marketing practices in industrial enterprises of Uzbekistan, the following key conclusions have been drawn:

Digital marketing remains underdeveloped in most industrial enterprises and is often limited to the use of Telegram channels or official websites. Strategic planning of marketing and brand development through digital tools is largely absent.

There is a notable shortage of specialists with digital competence. Most marketing staff continue to rely on traditional sales methods, lacking adequate skills in using modern digital technologies.

Although a regulatory framework exists, it has not been implemented in a way that provides practical guidance to enterprises. Methodological manuals and sector-specific standards for adapting digital marketing to the industrial sector have yet to be developed.

International experience shows that for industrial enterprises, digital marketing is not merely about advertising—it is a strategic instrument for strengthening market positions, attracting new clients, and enhancing competitiveness.

Based on these findings, the following proposals are recommended:

Regulatory and organizational proposals:

- A dedicated national program titled “Digitalization of Industrial Marketing” should be developed in collaboration with the Ministry of Digital Technologies, the Ministry of Economy and Finance, and the Chamber of Commerce and Industry;
- Each large industrial enterprise should establish a dedicated digital marketing unit;
- Sector-specific normative and practical guidelines should be developed for the application of digital marketing in fields such as chemical, food processing, and mechanical engineering industries.

Education and workforce development:

- Introduce a course on “Digital Industrial Marketing” in higher education institutions;
- Offer short-term upskilling programs in digital marketing for current employees in industrial companies;
- Encourage the creation of collaborative platforms between IT specialists and marketers.

Practical and technological proposals:

- Develop comprehensive digital marketing packages for industrial enterprises, including SEO, content marketing, email campaigns, and targeted advertising (with potential government subsidies);
- Promote the establishment of interactive, customer-oriented communication channels through corporate websites and social media pages;
- Support the creation of industrial catalogs and B2B platforms tailored for e-commerce and export purposes.

Research and innovation:

- Conduct dedicated academic studies on the impact of digital marketing on industrial brand image, customer loyalty, and export potential;
- Organize an annual national competition to recognize outstanding digital industrial marketing projects.

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