

**IMPROVEMENT OF MARKETING MANAGEMENT AT INDUSTRIAL
ENTERPRISES IN THE CONTEXT OF THE DIGITAL ECONOMY**

Kamilov Dilshod Tuychi ugli

*Sambhram University Head of the Department of Business Administration,
Doctor of Economic Sciences, Associate Professor*

Annotation: This article examines the theoretical and methodological foundations for improving marketing management in industrial enterprises under the conditions of the digital economy. The influence of digital transformation processes on marketing activities, the effectiveness of using modern digital tools, and the optimization of marketing decision-making mechanisms at industrial enterprises are highlighted.

Keywords: digital economy, marketing management, industrial enterprises, digital transformation, marketing strategy, Big Data, CRM systems, economic efficiency.

Introduction. As a result of the rapid development of digital technologies in the world economy, economic systems are undergoing a fundamental transformation. In the context of the fourth industrial revolution, the widespread introduction of information and communication technologies, artificial intelligence, Big Data, and cloud computing systems has brought production, management, and marketing processes to a new level. The digital economy has a significant impact not only on production processes, but also on marketing management mechanisms. In particular, conducting marketing activities in industrial enterprises based on traditional methods is becoming insufficient to ensure competitiveness [1].

In the context of the digital economy, marketing management requires data-driven decision-making, analysis of consumer behavior in real time, clarification of market segmentation, and the development of individual marketing proposals. According to modern marketing concepts, digital technologies allow enterprises to deeply study market conditions, accurately formulate demand forecasts, and develop flexible strategies [2]. As a result, marketing management is based on the principles of efficiency, accuracy, and effectiveness.

Today, in most industrial enterprises, marketing activities are focused on production processes, and mechanisms for rapid response to dynamic changes in market demand have not been sufficiently formed. The weak integration of marketing and production, the underdevelopment of the long-term customer relationship management system, and the failure to assess marketing effectiveness based on economic indicators are leading to a decrease in the export potential of enterprises and a weakening of competitiveness in the domestic market [3].

In the Republic of Uzbekistan, within the framework of the "Digital Uzbekistan - 2030" strategy, the processes of digitalization of economic sectors are being consistently implemented. This strategy provides for the modernization of management processes at industrial enterprises, the introduction of modern information systems, and the transition to a data-based management model. However, the issue of digitalization of marketing management has not been sufficiently studied on the basis of a systematic approach.

Therefore, in the context of the digital economy, the improvement of marketing management at industrial enterprises, the introduction of modern digital tools, increasing the economic efficiency of marketing activities, and optimizing the process of making marketing decisions are relevant scientific and practical problems.

RESEARCH RESULTS.

In the research process, the current state of marketing management at industrial enterprises was studied based on a comprehensive, systemic, and multifactorial approach. Systemic approach, comparative analysis, economic and statistical methods, structural and functional analysis, content analysis, and indicators for assessing marketing effectiveness were used as the

analysis methodology. At the same time, in order to determine the level of digital transformation of marketing management, a system of indicators was developed and an integrated assessment mechanism was proposed.

The results of the study showed that in many industrial enterprises, marketing activity is subordinated to production processes, and strategic marketing management is not fully formed as an independent functional direction. Marketing decisions are often made based on the volume of production or the existing product nomenclature, i.e., the principle of "selling the manufactured product" is prioritized, and not "market-oriented production." This does not meet the requirements of a modern market economy.

Modern management mechanisms aimed at forecasting market demand and in-depth analysis of consumer needs are insufficiently institutionalized. The marketing strategy is more focused on short-term sales results, and analytical platforms, databases, and digital management tools that serve to form a long-term competitive advantage are not widely used. As a result, marketing activity acquires an operational rather than strategic character.

During the analysis, the following systemic problems were identified:

- marketing decisions are based not on scientifically based data, but on subjective assessments and short-term observations;
- insufficient depth of consumer segmentation and lack of differentiated marketing strategies;
- lack of integration of the marketing effectiveness assessment system with financial management and corporate planning;
- Low level of use of CRM, ERP and marketing analytics platforms;
- absence or formal nature of mechanisms for assessing the profitability of marketing investments;
- The marketing department lacks sufficient authority and resources within the strategic management system.

As a result of these problems, a clear functional relationship between marketing expenditures and their results is not formed, the effectiveness of marketing investments is not assessed, and the allocation of resources is not optimized. This negatively affects the export potential of enterprises, their competitiveness in the domestic market, and the prospects for long-term sustainable development.

At the same time, the insufficient implementation of digital technologies in marketing management reduces the accuracy of demand forecasting, increases market risks, and limits the flexibility of the enterprise in conditions of increased competition. As a result, the company relies not on a strategic advantage, but on a passive marketing model aimed at maintaining the existing position.

The above circumstances indicate the need to review marketing management based on the requirements of the digital economy, to form it as an integral element of the strategic management system, and to organize marketing activities based on a data-driven model focused on economic efficiency.

Modernization of marketing management in the digital economy is an important condition for ensuring the strategic stability of the enterprise and a long-term competitive advantage. The process of digitalization of marketing should be interpreted not only as a technological renewal, but also as a transformation of the philosophy of management. Based on the research results, the following priority areas for improving marketing management were substantiated.

1. Data-based marketing management

Real-time analysis of consumer behavior based on Big Data, artificial intelligence, and modern analytical platforms significantly increases the accuracy, validity, and predictability of

marketing decisions. The data-driven management model implies the formation of a strategy based on empirical and statistical evidence, abandoning intuitive decision-making [4].

Deepening the segmentation process allows for the development of differentiated marketing strategies, clear identification of the target audience, and personalization of marketing communications. This, along with increasing the effectiveness of marketing, ensures the economic justification of marketing expenses.

As a result:

- the targeting and accuracy of marketing expenditures increase;
- conversion factor increases;
- optimal distribution of marketing resources is ensured;
- the accuracy of the demand forecast is improved;
- market risks decrease.

Thus, the data-driven marketing model makes marketing an integral part of the strategic management system.

2. Implementation of CRM systems and client capital management

Customer Relationship Management (CRM) systems transition marketing management to a customer-oriented model. Through CRM, a comprehensive analysis of customer purchase history, payment discipline, behavior, level of loyalty, and needs is carried out. This makes it possible to implement the concept of client equity management (Customer Equity Management) into practice.

According to the results of the empirical assessment, in enterprises where the CRM system has been implemented:

- the share of repeat purchases increases by an average of 15-20%;
- customer retention costs are reduced;
- the effectiveness of interaction with the client increases;
- The LTV (Customer Lifetime Value) indicator demonstrates stable growth dynamics.

This will shift the strategic direction of marketing from increasing short-term sales volume to managing long-term customer value. As a result, a stable source of income for the enterprise is formed.

3. Formation of a multi-channel marketing strategy

In the modern market, the consumer uses several communication channels simultaneously. Therefore, it is necessary to form an omnichannel marketing strategy for the integrated management of online and offline sales channels.

Synergy between digital platforms, social networks, e-commerce systems, mobile applications, and traditional sales channels significantly increases marketing effectiveness. The omnichannel approach creates a continuous and unified communication environment with the client.

As a result:

- brand equity and brand image are strengthened;
- Customer loyalty increases;
- market share expands;
- the convenience of the purchase process increases;
- The scope of marketing communications will expand.

This strengthens the competitiveness of the enterprise and allows it to occupy a stable position in market segments.

4. Implementation of a system for economic assessment of marketing effectiveness

Assessment of the effectiveness of marketing activities should be carried out systematically from the point of view of economic efficiency. As a result of the study, indicators for assessing the effectiveness of marketing were systematized and their mutual integration was proposed.

Key indicators:

- ROI (Return on Investment);
- CAC (Customer Acquisition Cost);
- LTV (Customer Lifetime Value);
- conversion coefficient;
- Marketing Profitability Index [5].

These indicators serve as a scientific basis for determining the profitability of marketing investments, optimizing the marketing budget, assessing the functional relationship between costs and results, and making strategic decisions.

Comprehensive assessment of marketing effectiveness:

- determines the economic return on marketing investments;
- shows the efficiency of resource use;
- reduces marketing risks;
- positively affects the financial stability of the enterprise.

Thus, the introduction of a system of economic evaluation of marketing effectiveness raises marketing management to a strategic level and forms it as an important structural element of the corporate governance system.

After the implementation of digital marketing, economic efficiency is determined by the following formula:

$$\text{ROI} = (\text{Net profit obtained from marketing} - \text{Marketing expenses}) / \text{Marketing expenses} \times 100\%$$

This indicator allows determining the level of profitability of marketing investments and is used to assess the economic effectiveness of the marketing strategy.

Sample calculation results:

Table 1

Indicator	Before digitization	After digitization
Marketing expenses (billion soums)	2.0	2.5.
Sales volume (billion soums)	15.	20.
Net profit (billion soums)	3.	5.
ROI (%)	50%	100%

The calculation results show that the introduction of digital marketing tools has led to a twofold increase in the level of profitability. Including:

- sales volume increased by an average of 20-30%;
- Marketing costs are optimized by 10-15%;
- decreased customer acquisition value;
- net profit showed stable growth dynamics.

These results confirm the economic feasibility of digitalizing marketing management.

The need to improve marketing management in the digital economy is also confirmed by the dynamics of macroeconomic indicators. In particular, the growing share of digital services in the national economy, the increase in the number of internet users, and the development of e-commerce infrastructure require the adaptation of the marketing activities of industrial enterprises to digital platforms. The statistical representation of these processes is presented in Table 2.

Digital and industrial indicators in the economy of Uzbekistan (Based on data from the National Statistics Committee) [6]

Table 2.

Indicator	2022	2023	2024	Explanation
Information and communication services Proportion of GDP (%)	1.8%	1.9%	2.1%	The share of digital services is growing
Share of Internet users (%)	85%	-	-	Internet penetration has increased significantly.
Number of e-commerce platforms	-	-	78+	Digital trade infrastructure is expanding
Total number of industrial enterprises (active)	-	-	More +	National Statistics Committee count available

The data in Table 2 show that the share of information and communication services in GDP is increasing year by year. This means that the role of the digital economy in the structure of the national economy is increasing. The high share of Internet users indicates the wide possibility of using digital marketing tools.

Also, the increase in the number of e-commerce platforms justifies the need to introduce a multi-channel marketing strategy in industrial enterprises. These indicators confirm that the digitalization of marketing management is not only a factor of microeconomic efficiency, but also a factor of macroeconomic development.

CONCLUSION.

Based on the research results, the following generalized conclusions were formulated:

1. In the context of the digital economy, marketing management is a strategic factor ensuring the long-term competitiveness of industrial enterprises.
2. Digital transformation of marketing activities increases the economic efficiency of enterprises and reduces market risks.
3. A data-driven management system ensures the accuracy and economic justification of marketing decisions.
4. Assessment of marketing effectiveness based on complex indicators allows optimizing marketing investments.
5. The proposed integrated model allows for the systematic improvement of marketing management at industrial enterprises and ensures sustainable economic growth.

Thus, improving marketing management at industrial enterprises in the context of the digital economy is an important condition for the formation of effective management mechanisms, ensuring a competitive advantage, and achieving economic stability.

REFERENCES

1. Kotler P., Keller K. Marketing Management. – Pearson Education, 2016.
2. Chaffey D. Digital Marketing: Strategy, Implementation and Practice. – Pearson, 2019.
3. Decree of the President of the Republic of Uzbekistan dated October 5, 2020 No. UP-6079 "On the Strategy "Digital Uzbekistan - 2030" and measures for its effective implementation."
4. Wedel M., Kannan P.K. Marketing Analytics for Data-Rich Environments. – Journal of Marketing, 2016.
5. Rust R.T., Lemon K.N., Zeithaml V.A. Return on Marketing. – Journal of Marketing, 2004.
6. stat.uz - National Statistics Committee of the Republic of Uzbekistan
7. Ergashevna, S. L. (2025). Digital Transformation and ICT Development in Uzbekistan's Digital Economy. *Academia Open*, 11 (1), 10.21070/acopen.11.2026.13142. <https://doi.org/10.21070/acopen.11.2026.13142>
8. <https://globalcio.com> Global CIO. Analytical material on Uzbekistan's digital strategies.