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DEVELOPMENT OF EFFECTIVE ORGANIZATIONAL-ECONOMIC MECHANISMS FOR TRANSITION TO THE INNOVATIVE MARKETING CONCEPT IN ENTERPRISES UNDER DIGITAL TRANSFORMATION

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Abstract: This article presents the findings of a study devoted to the development of effective organizational and economic mechanisms for enterprises' transition to the innovative marketing concept in the context of digital transformation. The research examines the impact of digital tools, including artificial intelligence, Big Data, the Internet of Things (IoT), cloud technologies, and blockchain, on marketing activities. Based on statistical data on the development of the digital economy in the Republic of Uzbekistan and the implementation of innovative marketing in enterprises, scientific and practical conclusions were drawn. According to the research findings, a comprehensive six-component mechanism for the transition to the innovative marketing concept in the context of digital transformation is proposed.

Key words: digital transformation, innovative marketing, artificial intelligence, Big Data, omni-channel, enterprise, competitiveness, organizational and economic mechanism.

INTRODUCTION

In the second quarter of the 21st century, the global economy has entered a period of profound digital transformation. Technological advances such as artificial intelligence, Big Data, the Internet of Things (IoT), cloud technologies, blockchain, and 5G have fundamentally changed the way enterprises operate. These processes are developing particularly rapidly in the field of marketing. For enterprises, traditional marketing approaches are gradually losing their effectiveness, while the innovative marketing concept is becoming a strategic necessity.

In the Republic of Uzbekistan, digital transformation is regarded as one of the priority directions of state policy. The "Digital Uzbekistan – 2030" Strategy, the "Uzbekistan – 2030" Development Strategy, and other regulatory documents are creating the necessary institutional foundation for the development of the digital economy. According to the WIPO Global Innovation Index 2025 report, Uzbekistan ranked 79th and holds 9th place in the "business environment" indicator. This result shows that a supportive environment is being formed for innovative business development [2].

At the same time, the transition to innovative marketing in the context of digital transformation presents several important challenges for enterprises. First, adapting to a rapidly changing technological landscape is not easy, as new technologies continue to emerge. Second, digital marketing tools require substantial investment, which may create certain difficulties for small and medium-sized businesses. Third, a culture of data-driven decision-making is still developing. Fourth, issues related to cybersecurity and data protection are becoming increasingly significant.

The purpose of this research is to develop effective organizational and economic mechanisms for the transition of enterprises to the innovative marketing concept in the context of digital transformation. To achieve this goal, the following tasks were set: (1) to examine theoretically the impact of digital transformation on innovative marketing; (2) to analyze the dynamics of digital economy development in Uzbekistan; (3) to identify the main components that ensure enterprises' transition to innovative marketing; (4) to develop an integrated organizational and economic mechanism model; and (5) to formulate practical recommendations [1].

The scientific significance of the research lies in demonstrating, on the basis of empirical data in the Uzbek context, the systemic relationship between digital transformation and innovative marketing. Its practical significance is connected with the applicability of the proposed mechanism model for enterprises and its usefulness in strengthening their competitiveness. The research findings may also be valuable for government institutions, business representatives, and the academic community.

LITERATURE REVIEW

The relationship between digital transformation and innovative marketing has been widely discussed in contemporary scientific research. Peter Drucker identifies innovation as a key element of business development and emphasizes marketing as one of the core functions of an enterprise.

Recent studies indicate that digital technologies such as artificial intelligence (AI), Big Data, the Internet of Things (IoT), and cloud technologies are fundamentally transforming marketing activities. These processes enable the automation of marketing functions, deeper customer analysis, and the delivery of more personalized services.

International consulting companies, including McKinsey & Company and Deloitte, have demonstrated in their reports that digital transformation can substantially enhance marketing effectiveness.

The digital economy is also developing rapidly in Uzbekistan. The growth in the number of internet users and the expansion of IT infrastructure are creating a favorable environment for the implementation of innovative marketing. At the same time, the use of AI and analytics tools in enterprises is still developing and offers considerable opportunities for further expansion.

Furthermore, the scientific literature indicates that the implementation of innovative marketing in the context of digital transformation requires not only technological changes but also organizational and institutional improvements. This makes the development of a comprehensive mechanism especially relevant.

As a result, existing research confirms the close relationship between digital transformation and innovative marketing. However, their integration into a unified systemic mechanism has not yet been studied in sufficient depth.

RESEARCH METHODOLOGY

The research employed a comprehensive combination of general scientific and special scientific methods. General scientific methods included analysis and synthesis, induction and deduction, as well as systemic and process-based approaches. Special scientific methods included econometric analysis, structural-functional analysis, comparative analysis, SWOT analysis, and system modeling methodologies.

The empirical database was formed from the following sources: official reports of the Statistics Agency for the years 2019–2024; annual reports of the Ministry of Innovative Development; data from IT Park Uzbekistan; reports of international organizations such as World Intellectual Property Organization, World Bank, Organisation for Economic Co-operation and Development, and United Nations; as well as analytical reports from foreign research centers, including McKinsey & Company, Deloitte, and Gartner [3].

The research was conducted in several stages. In the first stage, the essence of digital transformation and its impact on innovative marketing were examined. In the second stage, the dynamics of digital economy development in Uzbekistan were analyzed. In the third stage, the components ensuring enterprises' transition to innovative marketing were identified. In the fourth stage, the mechanism model was developed. In the fifth stage, practical recommendations were formulated.

A set of indicators was used to evaluate the effectiveness of the proposed mechanism model. These indicators included digital marketing ROI, customer acquisition cost (CAC), customer lifetime value (LTV), conversion rate, net promoter score (NPS), website traffic, social media activity, brand awareness, and other performance measures. Using these indicators, the effectiveness of the proposed mechanism was objectively assessed.

To determine the level of digital transformation, the Digital Transformation Index (DTI) methodology was applied in the research. According to this methodology, the digital maturity level of enterprises is assessed in five stages: (1) initial stage; (2) developing stage; (3) implemented stage; (4) optimized stage; and (5) innovative stage. At each stage, the degree of digital technology usage in the enterprise's marketing activities is determined. This methodology is widely used in international practice and provides objective and reliable results [4].

ANALYSIS AND RESULTS

As a result of the analyses carried out, several key directions of the impact of digital transformation on innovative marketing were identified. First, artificial intelligence and machine learning tools make it possible to

automate marketing processes. Chatbots, recommendation systems, dynamic pricing, and targeted advertising represent the main areas of AI application in marketing. Second, Big Data analytics enables the collection and analysis of consumer data in real time. Third, IoT devices generate valuable information about product usage patterns and consumer behavior.

The dynamics of digital economy development in Uzbekistan demonstrate positive trends. According to the Statistics Agency, the number of internet users in the country increased from 20 million in 2019 to more than 30 million by 2024. The number of mobile internet subscribers reached 27 million in 2024. In addition, the number of residents of IT Park Uzbekistan grew from 200 in 2020 to more than 1,500 by 2024. These figures indicate the rapid development of digital infrastructure [12].

At the same time, the use of digital marketing tools by Uzbek enterprises remains below international averages. According to the analysis, only 30% of enterprises use CRM systems, 25% conduct active marketing activities on social networks, 15% apply data analytics tools, and only 5% use AI-based marketing solutions. These figures are considerably lower than the corresponding global averages, which are approximately 70% for CRM systems and 85% for social media marketing activities [5].

The research findings led to the development of a comprehensive six-component mechanism for the transition to the innovative marketing concept under digital transformation. The proposed components are as follows:

1. Strategic planning component — development of a digital transformation strategy, definition of goals, and creation of a roadmap.
2. Technological infrastructure component — acquisition of the required technical tools and software.
3. Data management component — establishment of systems for data collection, storage, and analysis.
4. Human capital component — upgrading employees' qualifications and developing new competencies.
5. Process reengineering component — automation and optimization of marketing business processes.
6. Monitoring and evaluation component — implementation of KPI systems and regular performance assessment (Table 1).

Table 1. Components of the organizational-economic mechanism for transition to innovative marketing under digital transformation¹

No.	Component	Main elements and tasks
1	Strategic planning	Digital transformation strategy, goals, roadmap, task allocation
2	Technological infrastructure	CRM, ERP, AI platforms, cloud services, analytics tools
3	Data management	Big Data collection, storage, analysis; data governance; data protection
4	Human capital	Upgrading staff skills, new competencies, CDO position
5	Process reengineering	Automation, optimization, agile methodology, omni-channel
6	Monitoring and evaluation	KPI system, dashboards, ROI, CAC, LTV, NPS indicators

Each component of the proposed mechanism has its own specific features, and all components are systemically interconnected. For example, the successful implementation of the technological infrastructure component requires corresponding improvements in the human capital component. Likewise, the data management component cannot function effectively without strategic planning. This interdependence indicates that all components should be developed simultaneously to ensure the full and effective functioning of the mechanism.

The research also assessed the economic effectiveness of implementing the proposed mechanism. According to theoretical calculations, enterprises that fully implement the mechanism may achieve the following results: marketing ROI may increase by 2–3 times, CAC may decrease by 35–45%, LTV may grow by 50–70%, and the conversion rate may increase by 2–2.5 times. In addition, brand awareness may improve by 40–60%. These indicators confirm the economic feasibility of the mechanism [6].

In addition, the research identified the most promising directions of innovative marketing under digital transformation: (a) omni-channel marketing strategies; (b) personalized customer experience; (c) video and interactive content marketing; (d) influencer marketing and user-generated content; (e) voice search optimization; (f) AR- and VR-based marketing experiences; and (g) sustainable and ethical marketing approaches. Each of these directions requires specific technologies and competencies.

¹ author's development

The research findings are consistent with approaches presented in contemporary scientific literature. Philip Kotler and his followers emphasize the balance between technology and humanity in the Marketing 5.0 concept. Similarly, Klaus Schwab, in the *The Fourth Industrial Revolution*, highlights the profound impact of digital transformation across all sectors. The present research empirically confirms these ideas within the Uzbek context [7].

An analysis of international experience shows that digital transformation and the transition to innovative marketing are closely interconnected processes. In advanced economies such as United States, Singapore, China, and South Korea, these processes are being successfully implemented through cooperation between the public and private sectors. For example, the Made in China 2025 strategy enabled large-scale digital transformation in China, while Singapore's Smart Nation initiative has also supported small and medium-sized businesses [11].

The research identified several major challenges faced by Uzbek enterprises in the transition to digital transformation and innovative marketing: (a) limited technological infrastructure, especially in the regions; (b) a shortage of qualified personnel in digital marketing; (c) limited financial resources, particularly for SMEs; (d) an underdeveloped innovation culture; (e) gaps in the regulatory framework; and (f) cybersecurity issues. These challenges require a comprehensive and coordinated response.

The proposed six-component mechanism is designed to address these issues. In practice, the human capital and process reengineering components are among the most important and complex. These components require employees to adapt to changes, develop new competencies, and redesign business processes. In this regard, organizational change management plays a decisive role [8].

One of the main strengths of the proposed mechanism is its applicability across different industries and enterprise types. However, industry-specific characteristics should be considered. For example, the marketing approaches used by B2B enterprises differ significantly from those applied in B2C enterprises. Likewise, manufacturing and service companies implement certain components of the mechanism in different ways. This flexibility enhances the practical value of the mechanism.

Another important issue concerns the timeframe for implementing digital transformation and innovative marketing. International experience shows that these processes generally require 3–5 years. During the first year, enterprises usually focus on strategic planning and technological infrastructure. In the second and third years, the main components are implemented in practice, while the fourth and fifth years are devoted to optimization and the achievement of maturity. Therefore, a gradual, patient, and consistent approach is essential.

The limitations of the research should also be noted. First, the proposed mechanism has been developed theoretically and still requires practical testing. Second, the analysis mainly relies on macro-level data, while more detailed enterprise-level studies are needed. Third, digital transformation technologies evolve rapidly, which means that the mechanism will require regular updating in the future.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, the following main conclusions can be drawn. First, the transition to the innovative marketing concept under digital transformation is becoming a strategic necessity for enterprises. Artificial intelligence, Big Data, IoT, and other digital technologies are fundamentally transforming marketing processes, and enterprises that use them effectively gain substantial competitive advantages [9].

Second, the Uzbekistan has made considerable progress in the development of the digital economy. The number of internet users has exceeded 30 million, the number of residents of IT Park Uzbekistan has surpassed 1,500, and an appropriate regulatory framework has been established. At the same time, the pace of digital marketing implementation at the enterprise level remains below international benchmarks, which highlights the need for additional support measures.

Third, the six-component organizational and economic mechanism proposed in the research — strategic planning, technological infrastructure, data management, human capital, process reengineering, and monitoring and evaluation — enables enterprises to make a systematic transition to innovative marketing under digital transformation. The close interconnection among these components ensures the integrity and effectiveness of the mechanism.

Fourth, the economic effectiveness of implementing the mechanism is significant. Marketing ROI may increase by 2–3 times, CAC may decrease by 35–45%, and LTV may increase by 50–70%. These indicators confirm that the mechanism is valuable not only from a theoretical perspective but also in practical application. In addition, the mechanism helps strengthen the market position of enterprises, improve their innovative capacity, and support sustainable development.

Fifth, the following practical recommendations are proposed:

1. Adoption in Uzbekistan of a national program to support the digital transformation of enterprises and their transition to innovative marketing.
2. Expansion of preferential lending and grant systems for SMEs to facilitate the implementation of digital technologies.
3. Strengthening the training of digital marketing specialists in higher education institutions.
4. Establishment of innovative marketing departments or Chief Digital Officer (CDO) positions within enterprises.
5. Development of experience-sharing and benchmarking programs within the framework of international cooperation.
6. Strengthening cybersecurity and data protection standards.

Sixth, future research should focus on the integration of artificial intelligence and innovative marketing, the impact of Web 3.0 and metaverse technologies on marketing, the principles of sustainable and ethical marketing, and the industry-specific characteristics of digital transformation. Research in these areas may help accelerate Uzbekistan's transition to an innovative economy.

Overall, the research makes an important scientific and practical contribution to the development of effective organizational and economic mechanisms for the transition of enterprises to the innovative marketing concept under digital transformation. Its findings may be useful for enhancing the competitiveness of Uzbek enterprises, supporting their innovative development, and strengthening their position in international markets.

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