

**THE DEVELOPMENT OF MARKETING ACTIVITIES AT
INDUSTRIAL ENTERPRISES AND THE ROLE OF THE SERVICE
SECTOR IN ENSURING MACROECONOMIC STABILITY IN THE NATIONAL
ECONOMY OF UZBEKISTAN**

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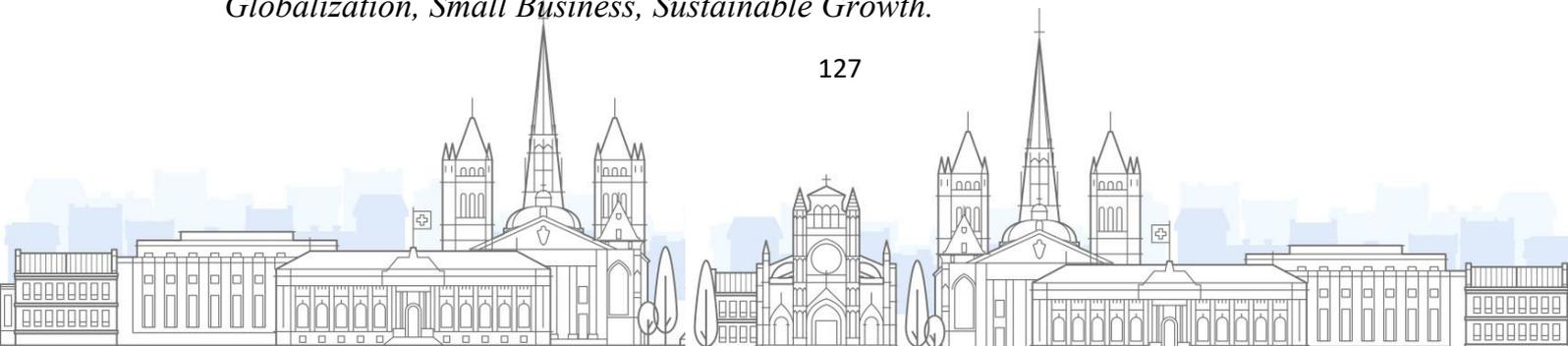
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Abstract: *In the contemporary era of global economic integration, the Republic of Uzbekistan is pursuing a rigorous path of structural transformation and modernization. This scientific article investigates the critical intersection between the evolution of marketing activities within industrial enterprises and the burgeoning service sector as a primary driver of macroeconomic stability. The research highlights that the success of industrial entities in today's environment of intensified global competition and shifting market demands is increasingly dependent on their ability to implement sophisticated, customer-oriented marketing strategies. By analyzing strategic state documents such as the "New Uzbekistan Development Strategy" (Presidential Decree No. PF-60), the study illustrates how adapting production to consumer needs has become a central pillar of national economic reform. Furthermore, the article examines the service sector's role as a vital stabilizer, noting its significant contribution to the national GDP—recently re-evaluated to reach \$121.4 billion for 2024—and its capacity to provide over half of the country's employment. Through a detailed analysis of marketing strategies in the chemical industry and the impact of the "Digital Uzbekistan – 2030" strategy, the study identifies both the potential for growth and the systemic barriers, such as infrastructure gaps and digital skill shortages. The findings suggest that a synergistic relationship between modernized industrial marketing and a robust service environment is essential for Uzbekistan's long-term economic resilience.*

Keywords: *Industrial Enterprises, Marketing Activities, Service Sector, Macroeconomic Stability, Uzbekistan, Digital Transformation, Customer Orientation, Globalization, Small Business, Sustainable Growth.*



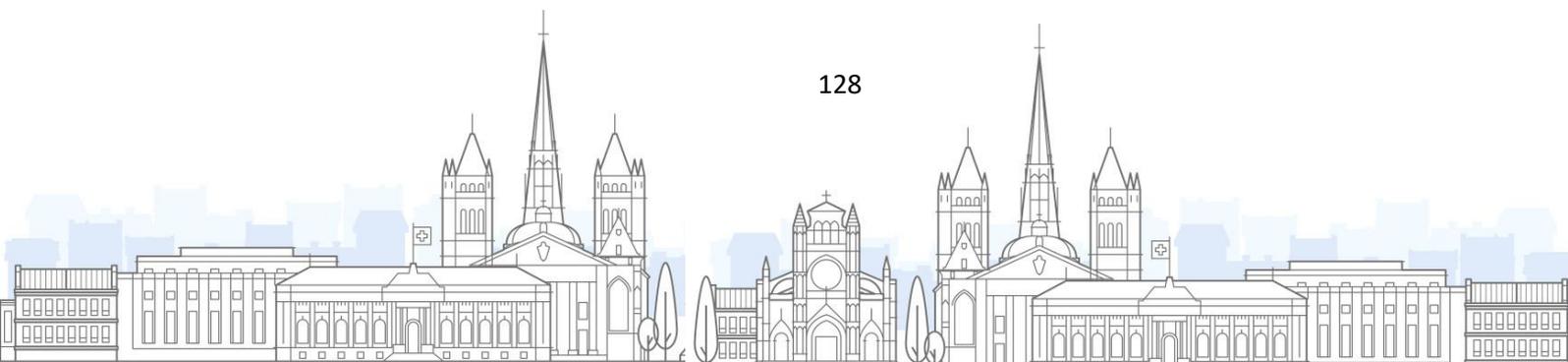
Introduction

The modern global marketplace is characterized by rapid technological innovation and intensified competition, which necessitates a fundamental shift in how industrial enterprises approach their operations. In the national economy of Uzbekistan, the transition from traditional production models to market-oriented systems has placed marketing at the heart of corporate strategy. Marketing is no longer viewed merely as a supportive function but as a strategic engine that ensures long-term competitiveness by aligning production with real consumer demands.

As outlined in the "New Uzbekistan Development Strategy" and emphasized in the works of President Sh.M. Mirziyoyev, the modernization of industrial sectors and the production of innovative goods that meet international quality standards are priority directions for the state. The success of economic reforms is inherently linked to the capacity of enterprises to adapt to market needs and integrate consumer feedback into their management systems. This is particularly critical in specialized sectors like the chemical industry, where globalization has increased the pressure to adopt effective marketing strategies to navigate complex global supply chains and environmental regulations.

Simultaneously, the service sector has emerged as a cornerstone of macroeconomic stability. In 2023, the service sector's share in Uzbekistan's nominal GDP reached 43.9%, outperforming industry (23.5%) and agriculture (20.6%). This sector has played a pivotal role in the structural transformation of the economy, increasing its share of national employment from 37% in 1991 to 50% in 2022, thereby compensating for the relative decline in agricultural labor. Macroeconomic data indicates that by 2024, the national GDP reached \$121.4 billion, reflecting a 6.7% growth rate, with the service sector providing a significant portion of this momentum.

However, the effective implementation of customer-oriented marketing and the expansion of the service sector face significant challenges. Many industrial enterprises still conduct marketing research irregularly rather than as a continuous, planned process, which undermines the reliability of their data. There is also a notable shortage of financial and human resources dedicated to modern marketing tools like digital analytics, CRM systems, and big data analysis. Furthermore, the "Digital Uzbekistan – 2030" strategy aims to address these gaps, yet the current adoption of digital tools in the industrial sector remains limited, with many firms lacking interactive websites or active social media engagement. Ensuring stability requires a multi-faceted approach that combines industrial modernization with the liberalization and technological upgrading of the service sector.



Methodology

The methodology for this study is designed to provide a comprehensive, evidence-based analysis of the development of marketing activities and the service sector in Uzbekistan. The research utilizes a combination of qualitative and quantitative methods, drawing on a wide range of primary and secondary sources to ensure scientific rigor.

1. Literature and Document Review: The study began with a rigorous analysis of strategic state documents, including Presidential Decrees (PF-60, PP-78) and the "New Uzbekistan Development Strategy". It also incorporated theoretical frameworks from international marketing experts like Kotler, Keller, and Chaffey to evaluate how global best practices are adapted to the local context.

2. Statistical and Econometric Analysis: The research relies on macro-level data from the Agency of Statistics under the President of Uzbekistan and the National Committee on Statistics. Econometric models were referenced to assess the bidirectional relationship between GDP growth and the development of market services, confirming that economic expansion stimulates the service sector, which in turn fuels further growth.

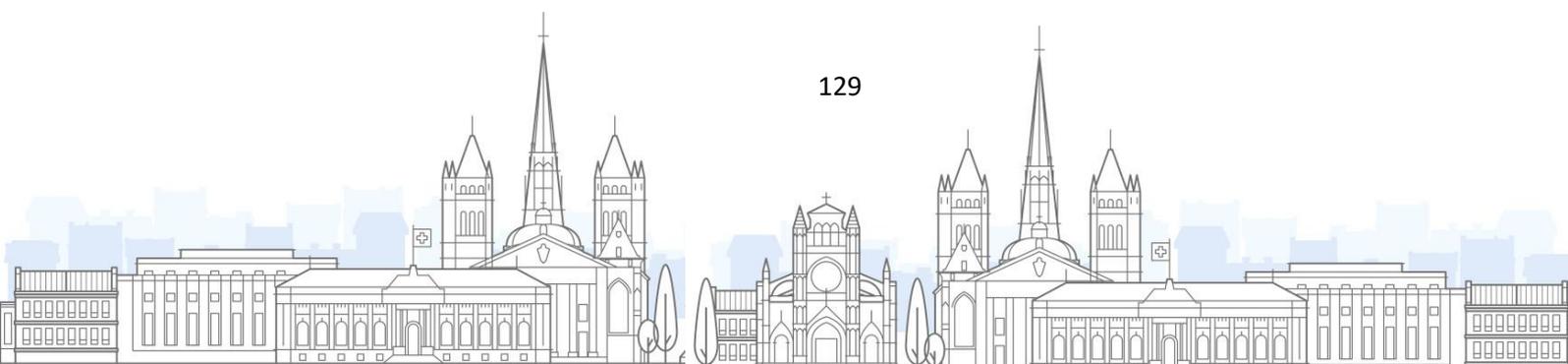
3. Comparative Analysis: The marketing and service structures of Uzbekistan were compared with those of developed economies, such as the USA, Germany, and South Korea. This comparison highlighted the maturity of B2B platforms and the use of automated CRM systems in international markets as benchmarks for Uzbekistan's industrial transformation.

4. SWOT and Content Analysis: These methods were used to evaluate the internal strengths and external threats facing Uzbekistan's industrial sector. Specifically, content analysis of current industrial strategies helped identify the gaps in systematizing marketing research.

5. Empirical Survey Data: The study utilized findings from an empirical survey conducted between December 2024 and February 2025 among marketing specialists at 30 industrial enterprises in key regions, including Tashkent, the Fergana Valley, and Samarkand. This survey provided critical insights into the practical use of digital channels and identified the most significant barriers to implementation, such as the lack of qualified personnel (71%) and weak technical infrastructure (60%).

6. Methodological Updates: The study also considers the recent methodological revisions supported by the IMF, which updated the national GDP calculation to include the informal economy and previously unrecorded service activities, resulting in a more accurate reflection of the country's economic scale

Results and Discussion



The analysis of recent economic data reveals a dynamic and rapidly growing national economy. Following a comprehensive re-evaluation, Uzbekistan's GDP for 2024 was recorded at \$121.4 billion, a 6.7% increase compared to previous years. This growth is underpinned by the strong performance of the industrial and service sectors.

Industrial Transformation: The industrial sector has seen its share in the national economy increase from 20.6% in 2016 to 28.5% in 2020. Manufacturing remains the dominant sub-sector, accounting for 83% of total industrial output. Specific sectors have shown remarkable growth; for instance, the automotive industry saw production volumes increase by 3.2 times between 2016 and 2020, while the pharmaceutical sector grew by 42.4%. These results are largely attributed to the creation of Special Economic Zones (SEZs) and clusters, which provided the infrastructure needed for modernization. By 2020, enterprises in SEZs and industrial clusters accounted for 7.6% of total industrial production, demonstrating the effectiveness of these territorial structures.

Service Sector Dynamics: The service sector continues to be the primary driver of macroeconomic stability. Between January and August 2025, the volume of market services reached 628,736.5 billion soums, representing a 113.7% growth rate compared to the previous year. Financial services (23.7% growth) and information and communication services (21.2%) have been particularly strong contributors. Small businesses are crucial to this sector, providing 54.9% of the total volume of market services. Geographically, the city of Tashkent remains the central hub, accounting for 38.1% of all services, though regions like Samarkand (7.1%) and Fergana (6.7%) also show significant activity.

Marketing and Digital Trends: Despite the progress, the adoption of advanced marketing techniques remains uneven. The survey of 30 industrial enterprises showed that while 63% of firms aim to expand their client base through digital marketing, only 40-45% actually maintain their own websites. Telegram is the most widely used communication channel (47%), whereas more sophisticated tools like SEO and email marketing are used by less than 10% of enterprises. This gap indicates that while the intent for modernization exists, the practical application of high-tech marketing tools is still in its early stages.

Discussion

The intersection of industrial growth and service sector development presents a unique set of opportunities and challenges for Uzbekistan. While the service sector provides stability and employment, its long-term impact depends on shifting from low-productivity services to "global innovative services". Currently, about 60% of service

employment is concentrated in retail, hospitality, and transport—sectors characterized by limited productivity growth.

Strategies for Industrial Competitiveness: Industrial enterprises, particularly in the chemical sector, must choose marketing strategies that align with their specific market conditions. The "cost leadership" strategy is effective for standardized products like fertilizers, as it focuses on minimizing production and distribution costs to offer competitive pricing. However, this requires constant investment in process optimization. Alternatively, the "differentiation" strategy is vital for specialized chemicals where unique product properties allow firms to command a premium price and foster customer loyalty. Both strategies require deep, systematic market research, which the sources indicate is currently lacking in many enterprises.

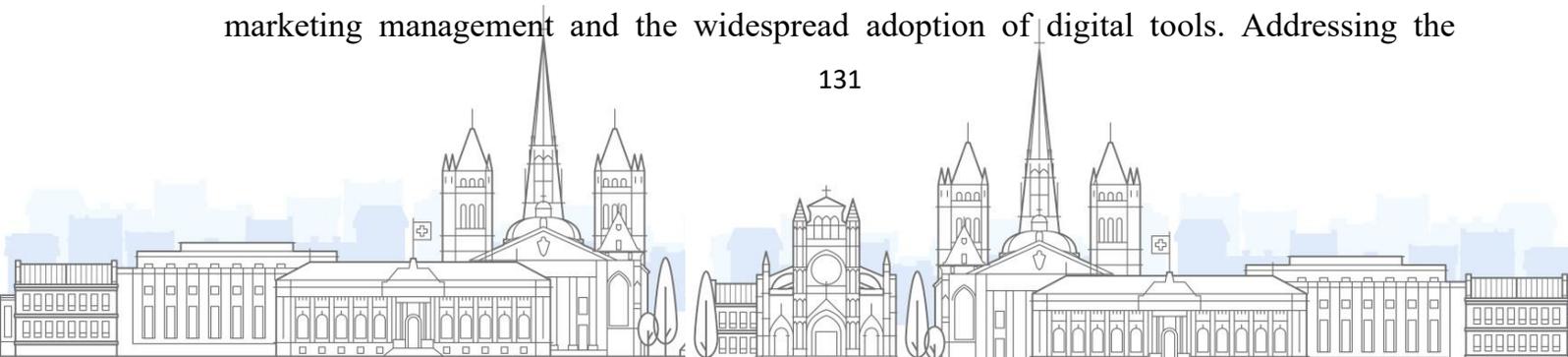
Barriers to Modernization: The study identifies several critical barriers to economic modernization. First, the "digital divide" remains significant; only 40% of the population uses digital payments, and access to high-speed internet in some regions is limited. Second, the "competency gap" is a major hurdle, as only 15% of the population possesses basic ICT skills. Survey data confirms that 71% of industrial firms view the lack of qualified personnel as their primary obstacle to adopting digital marketing. Third, logistics performance (ranked 88th globally) continues to affect the competitiveness of industrial exports.

The Role of Policy and Integration: The "Digital Uzbekistan – 2030" strategy and Uzbekistan's potential accession to the WTO are seen as critical catalysts for reform. Liberalizing the service sector by reducing the dominance of state-owned enterprises in telecommunications and transport is expected to attract private investment and increase efficiency. Furthermore, integrating marketing strategies with state initiatives, such as the development of B2B platforms and specialized IT-Parks, will provide the necessary infrastructure for small and medium-sized enterprises to thrive.

Conclusion

In conclusion, the development of marketing activities at industrial enterprises and the growth of the service sector are the two most critical factors ensuring the macroeconomic stability of Uzbekistan's national economy. The service sector has successfully transformed into the economy's primary stabilizer, providing half of all jobs and contributing significantly to the GDP. However, for this stability to translate into long-term sustainable growth, the industrial sector must transition from a production-centric to a customer-oriented marketing model.

The modernization of industry through SEZs and clusters has created a strong foundation, but the next phase of development requires the professionalization of marketing management and the widespread adoption of digital tools. Addressing the



shortages in ICT skills and improving digital and physical infrastructure are non-negotiable prerequisites for success. By fostering a synergistic relationship between innovative industrial production and a high-tech service environment, Uzbekistan can enhance its global competitiveness, increase the real incomes of its population, and ensure a resilient and diversified national economy.

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