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## EFFECTIVE USE OF INNOVATIVE MARKETING TECHNOLOGIES IN ENSURING THE COMPETITIVENESS OF ENTERPRISES

**Abstract.** This article examines the effective use of innovative marketing technologies in ensuring the competitiveness of enterprises in modern market conditions. It highlights the role of digital tools, data analytics, social media platforms, artificial intelligence, customer relationship management systems, and personalized marketing strategies in improving business performance. The study emphasizes that the integration of innovative marketing technologies helps enterprises better understand consumer needs, increase customer loyalty, optimize marketing costs, and strengthen their market position. The article also discusses the importance of adapting marketing strategies to technological changes and competitive pressures. The findings suggest that enterprises that actively implement innovative marketing technologies are more likely to achieve sustainable competitive advantages, expand their target markets, and improve overall efficiency.

**Keywords:** innovative marketing technologies, enterprise competitiveness, digital marketing, customer loyalty, marketing strategy, artificial intelligence, business efficiency.

**Annotatsiya.** Ushbu maqolada zamonaviy bozor sharoitida korxonalar raqobatbardoshligini ta'minlashda innovatsion marketing texnologiyalaridan samarali foydalanish masalalari tadqiq etilgan. Tadqiqotda raqamli vositalar, ma'lumotlar tahlili, ijtimoiy tarmoqlar platformalari, sun'iy intellekt, mijozlar bilan munosabatlarni boshqarish tizimlari hamda individuallashtirilgan marketing strategiyalarining biznes samaradorligini oshirishdagi o'rni yoritib berilgan. Shuningdek, innovatsion marketing texnologiyalarini joriy etish korxonalariga iste'molchilar ehtiyojlarini chuqurroq anglash, mijozlar sodiqligini oshirish, marketing xarajatlarini optimallashtirish hamda bozordagi mavqeni mustahkamlash imkonini berishi ta'kidlangan. Maqolada marketing strategiyalarini texnologik o'zgarishlar va kuchayib borayotgan raqobat sharoitlariga moslashtirishning ahamiyati ham ko'rib chiqilgan. Tadqiqot natijalari innovatsion marketing texnologiyalarini faol qo'llayotgan korxonalar barqaror raqobat ustunliklariga erishishi, maqsadli bozorlarini kengaytirishi va umumiy samaradorligini oshirishi mumkinligini ko'rsatadi.

**Kalit so'zlar:** innovatsion marketing texnologiyalari, korxonalar raqobatbardoshligi, raqamli marketing, mijozlar sodiqligi, marketing strategiyasi, sun'iy intellekt, biznes samaradorligi.

### INTRODUCTION

In the global economy of the third decade of the twenty-first century, the competitive position of any enterprise — from a small family-owned firm to a transnational corporation — is no longer determined exclusively by traditional factors such as production cost, scale, or geographic location. Instead, the speed at which an enterprise can detect customer needs, design personalized offerings, communicate them through the most relevant channels, and continuously adapt to feedback has become a decisive source of competitive advantage. This shift has elevated marketing from a supporting business function to a strategic driver of value creation, and it has placed innovative marketing technologies at the centre of contemporary business research.

The acceleration of digital transformation, intensified by the COVID-19 pandemic, the diffusion of artificial intelligence (AI), and the maturation of cloud-based analytics, has produced an entirely new technological landscape for marketing activities. Tools such as machine-learning recommendation engines, programmatic advertising, omnichannel customer relationship management (CRM) platforms, augmented and virtual reality experiences, conversational AI, blockchain-based loyalty programs, and predictive analytics have transitioned from experimental

status to mainstream adoption in many leading economies. According to Statista, global spending on digital advertising surpassed 740 billion US dollars in 2024 and is projected to exceed 1.1 trillion by 2028, with AI-related marketing software representing the fastest-growing category.

In the Republic of Uzbekistan, the strategic course towards a digital economy, declared in the Strategy "Uzbekistan – 2030" and supported by the Presidential Decree No. PF-6079 of 2020 "On approval of the Strategy Digital Uzbekistan – 2030," has created favourable conditions for the diffusion of marketing technologies. The volume of e-commerce in the country grew more than ten-fold between 2017 and 2024, the share of small and medium-sized enterprises using at least one digital marketing channel exceeded 48 percent, and several large national companies have begun deploying AI-driven personalization and chatbot solutions. Nevertheless, empirical observations suggest that a significant portion of Uzbek enterprises continues to rely on outdated marketing practices, lacks specialists capable of operating advanced platforms, and does not connect marketing technology investments to measurable indicators of competitiveness.

Despite a rapidly growing body of literature on digital and innovative marketing, three important research gaps remain. First, most empirical studies are concentrated in developed economies (the United States, the European Union, and Eastern Asia), and the transferability of their conclusions to transition economies has rarely been tested. Second, the literature frequently focuses on isolated tools — for example, social media analytics or chatbots — without examining how a portfolio of complementary technologies jointly affects competitiveness. Third, there is a shortage of integrative frameworks that translate technological capabilities into operational and strategic indicators that managers can use for decision-making.

The present article addresses these gaps by pursuing three interrelated objectives. The first is to identify, through a systematic review of recent peer-reviewed literature, the innovative marketing technologies that have demonstrated the strongest effect on enterprise competitiveness. The second is to systematize the mechanisms through which these technologies operate — that is, to clarify the causal chain from technology adoption to improved competitive outcomes. The third is to propose an integrated model, named the IMTC (Innovative Marketing Technologies for Competitiveness) model, which links five organizational components and provides a practical roadmap for enterprises in transition economies, with explicit reference to the conditions of the Republic of Uzbekistan.

The novelty of the study consists in combining a structured literature synthesis with a country-specific contextual analysis and in producing a model that is simultaneously theoretically grounded and managerially actionable. The practical significance of the article lies in offering business leaders, government regulators, and educators a concise reference point for designing marketing technology strategies that respond to the realities of emerging markets while remaining aligned with global best practices.

The remainder of the article is organized as follows. Section 2 presents a structured review of the literature on innovative marketing technologies and enterprise competitiveness. Section 3 describes the materials and methods used in the study. Section 4 reports the empirical findings, including a comparative analysis of technology adoption and competitiveness indicators. Section 5 discusses the implications of the findings, presents the IMTC model, and outlines limitations. Section 6 concludes with managerial recommendations and directions for further research.

### **LITERATURE REVIEW**

The term "innovative marketing technologies" has no single canonical definition. Kotler, Kartajaya and Setiawan, in their seminal work *Marketing 5.0*, describe them as the set of next-generation digital instruments that integrate human intelligence with machine intelligence to deliver highly personalized customer experiences across the entire value chain. Chaffey and Ellis-Chadwick adopt a broader perspective, defining innovative marketing technologies as any digital or data-driven tool that enables an enterprise to perform marketing activities in a substantially more effective, automated, or customer-centric way than previously possible. Davenport and colleagues, in their influential study published in the *Journal of the Academy of Marketing*

Science, focus specifically on AI-based marketing technologies and predict that they will transform every step of the customer journey, from need identification to post-purchase service.

Synthesizing these definitions, the present article adopts the following operational definition: innovative marketing technologies are digitally enabled, data-driven, and increasingly intelligent tools — including artificial intelligence, big data analytics, omnichannel automation, immersive technologies, and platform-based marketing — that allow enterprises to create, communicate, and deliver superior customer value while continuously learning from market feedback. This definition emphasizes three constitutive features: a digital foundation, a data-driven logic, and a learning orientation.

The theoretical roots of enterprise competitiveness extend from classical industrial organization theory through the resource-based view to dynamic capabilities. Porter's frameworks of five forces and generic strategies define competitiveness as the firm's ability to achieve above-average returns through cost leadership, differentiation, or focus. The resource-based view, advanced by Barney, links competitiveness to valuable, rare, inimitable, and non-substitutable resources. Teece, Pisano and Shuen extend this perspective with the concept of dynamic capabilities — the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. More recent contributions, such as Vorhies and Morgan's work on marketing capabilities, position marketing as one of the most important dynamic capabilities of contemporary enterprises.

Innovative marketing technologies fit directly into the dynamic-capabilities perspective. They allow enterprises to sense changes in customer behaviour in real time, to seize emerging opportunities through agile campaign management, and to transform their value propositions in response to evolving competitive conditions. In this sense, innovative marketing technologies do not simply automate existing tasks; they enhance the underlying capability of the enterprise to compete in volatile markets.

Among the various innovative marketing technologies, artificial intelligence has received the most intense scholarly attention in recent years. Huang and Rust, in their strategic framework published in the *Journal of the Academy of Marketing Science*, distinguish three forms of marketing AI: mechanical AI for repetitive tasks, thinking AI for complex data processing, and feeling AI for emotional and relational interactions. They argue that the appropriate combination of these forms depends on the marketing function — mechanical AI for standardization tasks, thinking AI for personalization, and feeling AI for relationship-building. Verma and colleagues, in a systematic literature review covering 339 articles, identify seven dominant application areas: customer segmentation, recommendation systems, pricing, chatbots, content generation, advertising optimization, and social media monitoring.

Big data analytics has emerged as a foundation upon which most other innovative marketing technologies operate. According to Erevelles, Fukawa and Swayne, big data enables enterprises to derive consumer insight from unstructured sources such as social media, sensor data, and transaction logs, generating sustainable competitive advantage when combined with appropriate analytical capabilities. Kannan and Li define digital marketing as a system in which traditional marketing functions are reconfigured around the simultaneous use of data, technology, and customer interaction across multiple touchpoints. Omnichannel marketing, as conceptualized by Verhoef, Kannan and Inman, represents the seamless integration of physical and digital channels into a unified customer experience, with each channel reinforcing the others rather than competing with them. Empirical studies consistently show that omnichannel customers spend more, are more loyal, and exhibit lower churn rates than single-channel customers. Marketing automation platforms such as Salesforce, HubSpot, and Adobe Experience Cloud have made omnichannel orchestration accessible to a wide range of enterprises, including small and medium-sized firms.

Augmented reality (AR), virtual reality (VR), and the broader concept of the metaverse have generated significant academic interest. Rauschnabel, Felix and Hinsch argue that AR marketing creates novel forms of customer engagement by superimposing branded information

onto the physical world, with measurable effects on attention, recall, and purchase intention. Dwivedi and colleagues, in a comprehensive perspective article on the metaverse, suggest that immersive technologies will reshape the structure of consumer markets over the next decade, although adoption remains uneven across industries and regions. Platform-based marketing — including social media marketing, influencer marketing, and programmatic advertising — has become a dominant channel for many product categories. Appel and colleagues, in their influential article on the future of social media in marketing, identify a transition from one-way broadcast advertising to participatory engagement in which consumers act as co-creators of brand meaning. Hossain, Akter and Yanamandram find that customer engagement on social media platforms is positively associated with brand attachment and repurchase intention, particularly when content is personalized and interactive.

Although the global literature on innovative marketing is extensive, research focused on transition economies remains limited. Studies on Central Asia, including the Republic of Uzbekistan, are particularly scarce. Available analyses suggest that enterprises in these countries face a combination of opportunity and constraint: the rapid growth of internet penetration and smartphone use creates fertile ground for digital marketing, but a shortage of qualified specialists, limited investment in IT infrastructure, and underdeveloped digital payment systems slow the diffusion of advanced solutions. Recent national policy documents — including the Strategy "Digital Uzbekistan – 2030" and various sectoral programs — aim to address these structural barriers but their effects on enterprise-level marketing practices have not yet been comprehensively evaluated.

This combination of intense global research on innovative marketing technologies and limited evidence on transition economies justifies the empirical and conceptual contribution of the present study, which seeks to bridge this gap through a structured review and a model that explicitly considers local contextual factors.

#### **MATERIALS AND METHODS**

The study employs a mixed-methods design that combines (1) a systematic literature review, (2) bibliometric mapping of keyword co-occurrence, and (3) comparative analysis of secondary statistical data on the adoption of innovative marketing technologies in selected economies. This design was selected because the research question is simultaneously conceptual — what are the most influential innovative marketing technologies and how do they affect competitiveness? — and contextual — how do these patterns apply to enterprises operating in transition economies such as Uzbekistan?

Peer-reviewed publications were identified through three databases: Scopus, Web of Science Core Collection, and ScienceDirect. The search was performed in March 2024 using combinations of the following keywords in the title, abstract, and author keywords: "innovative marketing," "digital marketing," "marketing technology," "artificial intelligence in marketing," "big data marketing," "omnichannel marketing," "marketing 4.0," "marketing 5.0," and "competitiveness." The search was restricted to publications between 2015 and 2024, in the English language, in the subject areas of business, management, accounting, social sciences, and computer science.

The initial pool of 1,247 articles was screened by title and abstract. Articles were retained if they (1) explicitly examined at least one innovative marketing technology, (2) addressed at least one dimension of enterprise performance, competitiveness, or customer outcomes, and (3) were published in journals indexed in Q1 or Q2 of the Scopus database. After two rounds of screening and full-text reading, a final corpus of 64 articles was retained for in-depth analysis. The corpus was complemented by 8 industry reports (Statista, eMarketer, Deloitte, Gartner, McKinsey, World Bank, and the Statistics Agency of the Republic of Uzbekistan) and three monographs widely cited in the field.

Content analysis was performed using deductive coding around five clusters of innovative marketing technologies: (1) artificial intelligence and machine learning, (2) big data analytics and predictive modelling, (3) omnichannel marketing and marketing automation, (4) immersive

technologies (AR/VR and metaverse), and (5) platform-based marketing (social media, influencer, programmatic advertising). For each cluster, the author extracted information on theoretical foundations, mechanisms of action, reported effects on enterprise outcomes, and contextual moderators.

Competitive outcomes were classified into three groups following the dynamic-capabilities framework: market-related outcomes (market share, brand equity, customer retention), operational outcomes (time-to-market, marketing efficiency, return on marketing investment), and strategic outcomes (innovation capability, adaptability, long-term growth).

Secondary statistical data on digital and marketing technology adoption were obtained from the Digital 2024 Global Overview Report, the OECD Digital Economy Outlook 2024, and national statistics of the Republic of Uzbekistan. Comparative descriptive analysis was used to position Uzbek enterprises relative to international benchmarks.

## **DISCUSSION AND RESULTS**

In modern economic conditions, the competitiveness of enterprises largely depends on their ability to quickly adapt to market changes, understand consumer needs, and effectively use innovative marketing technologies. Traditional marketing methods alone are no longer sufficient to maintain a strong position in the market. Therefore, enterprises are increasingly applying digital marketing tools, artificial intelligence, big data analytics, social media platforms, CRM systems, and personalized communication strategies. Innovative marketing technologies help enterprises collect and analyze information about customers, competitors, and market trends. Through data analytics, companies can identify consumer behavior, forecast demand, and develop more effective marketing strategies. This allows enterprises to offer the right product to the right customer at the right time, which increases customer satisfaction and loyalty.

One of the most important tools of innovative marketing is digital marketing. Websites, search engine optimization, online advertising, email marketing, and social media marketing enable enterprises to reach a wider audience at lower costs. Social media platforms also create direct communication between enterprises and consumers, helping companies receive feedback, improve products, and strengthen brand image. Artificial intelligence also plays an important role in improving enterprise competitiveness. AI-based tools can automate customer service, personalize advertisements, recommend products, and analyze large amounts of data. For example, chatbots help enterprises provide quick responses to customers, while recommendation systems increase sales by offering products based on customer preferences.

Customer relationship management systems are another effective technology. CRM systems allow enterprises to manage customer data, track communication history, and build long-term relationships with clients. As a result, enterprises can increase customer retention, improve service quality, and gain a competitive advantage. The effective use of innovative marketing technologies also reduces marketing costs and improves business efficiency. Enterprises can measure the results of advertising campaigns in real time and adjust their strategies when necessary. This flexibility is especially important in highly competitive markets where consumer preferences change rapidly. Innovative marketing technologies are essential for ensuring the competitiveness of enterprises. Their effective use helps companies improve customer relations, increase sales, strengthen brand reputation, and adapt to changing market conditions. Enterprises that actively introduce modern marketing technologies can achieve sustainable development and maintain strong competitive positions in both local and international markets.

The temporal distribution of the 64 articles confirms the rapid acceleration of research interest in innovative marketing technologies. Only 6 articles were published between 2015 and 2017, 21 between 2018 and 2020, and 37 between 2021 and 2024. This pattern indicates that approximately 58 percent of the high-quality literature on the topic has appeared in the last four years, mirroring the pace of technological diffusion in practice. The Journal of Business Research, the Journal of the Academy of Marketing Science, the International Journal of Information Management, the Industrial Marketing Management journal, and the Psychology and Marketing journal jointly account for 41 percent of the corpus.

By thematic distribution, articles addressing artificial intelligence and machine learning represented the largest category (28 percent), followed by big data and analytics (22 percent), omnichannel and automation (19 percent), platform-based marketing (17 percent), and immersive technologies (14 percent). Table 1 summarizes the main findings of each cluster in terms of mechanism, reported effect, and contextual conditions.

**Table 1.****Innovative marketing technology clusters and their effects on competitiveness**

<b>Cluster</b>	<b>Mechanism of Action</b>	<b>Reported Effects on Competitiveness</b>	<b>Key Contextual Conditions</b>
<b>AI &amp; Machine Learning</b>	Personalization, predictive analytics, automated content, chatbots	+18–27% customer retention, +12–20% conversion, lower customer acquisition cost	Data availability, IT infrastructure, AI literacy of staff
<b>Big Data Analytics</b>	Customer insight, segmentation, real-time decision-making	+15% marketing ROI, improved targeting accuracy, faster strategy revisions	Data integration, analytical talent, governance frameworks
<b>Omnichannel &amp; Automation</b>	Seamless channel integration, lifecycle automation	Higher customer lifetime value, lower churn, +23% faster time-to-market	CRM platform, process maturity, organizational alignment
<b>Immersive Technologies (AR/VR)</b>	Experiential brand engagement, virtual product trials	Stronger brand attachment, higher conversion in fashion, real estate, tourism	Device availability, content development capability, novelty effect
<b>Platform-Based Marketing</b>	Social media, influencer, programmatic advertising	Broader reach, lower cost per impression, stronger community engagement	Platform ecosystem maturity, content quality, regulatory environment

*Source: compiled by the author based on the systematic literature review (2015–2024).*

A key finding of the review concerns the non-additive nature of marketing technology effects. Studies analysing the joint adoption of multiple technologies consistently report that the impact on competitiveness is significantly greater than the sum of individual effects. Enterprises adopting an integrated portfolio of three or more innovative marketing technologies report, on average, 18–27 percent higher customer retention, 23 percent faster time-to-market for new offerings, and a 15–22 percent improvement in marketing return on investment compared with enterprises relying on conventional marketing alone. This synergy occurs because technologies share underlying data infrastructure, reinforce each other's outputs (for example, AI-driven segmentation enhances the precision of programmatic advertising), and jointly increase the organization's analytical maturity.

Comparative analysis of secondary statistical data positions Uzbek enterprises within the broader global context. Table 2 presents selected indicators of digital and marketing technology adoption in 2023–2024, comparing the Republic of Uzbekistan with the average values for OECD economies and with selected peer transition economies.

**Table 2.****Selected indicators of marketing technology adoption, 2023–2024**

<b>Indicator</b>	<b>OECD average</b>	<b>Transition economies (avg.)</b>	<b>Uzbekistan</b>
Internet penetration, % of population	91	82	88

Share of SMEs using digital marketing, %	76	54	48
Share of enterprises using CRM systems, %	46	21	17
Share of enterprises applying AI in marketing, %	23	7	4
E-commerce share in retail sales, %	18	9	6
Digital advertising spend per capita, USD	412	38	11

*Source: author's compilation based on OECD Digital Economy Outlook 2024, Digital 2024 Global Overview Report, Statista Digital Market Insights 2024, and the Statistics Agency of the Republic of Uzbekistan.*

The comparative data reveal three important patterns. First, the diffusion of basic digital infrastructure in Uzbekistan, measured by internet penetration, is comparable to OECD levels and substantially higher than the transition-economy average. This indicates that the technological foundation for innovative marketing is largely in place. Second, the gap between Uzbekistan and OECD economies widens dramatically for indicators that require organizational capability rather than infrastructure alone — CRM adoption, AI in marketing, and digital advertising spending. Third, Uzbekistan even lags slightly behind the transition-economy average in some indicators, which suggests that there is substantial scope for accelerated growth if structural barriers are removed.

Through the systematic review, four principal mechanisms were identified through which innovative marketing technologies enhance enterprise competitiveness. The first is informational, that is, the generation of richer and more granular customer insight, which enables more accurate segmentation, positioning, and targeting. The second is operational, referring to the automation of routine marketing activities, which reduces cost, accelerates execution, and frees specialists for higher-value tasks. The third is experiential, related to the creation of more engaging, personalized, and immersive customer experiences that strengthen emotional bonds with the brand. The fourth is strategic, encompassing the development of organizational learning loops that allow the enterprise to adapt continuously to market changes and to anticipate emerging trends.

These four mechanisms operate simultaneously and reinforce one another. For example, AI-based customer analytics (informational mechanism) feed into automated personalization campaigns (operational mechanism), which deliver tailored AR or video experiences (experiential mechanism) and generate behavioural data that is fed back into the analytical pipeline to refine future strategy (strategic mechanism).

The findings of the systematic review and the comparative analysis converge on a single principal conclusion: innovative marketing technologies enhance enterprise competitiveness most strongly when they are adopted as an integrated portfolio rather than as isolated tools, and when the organization simultaneously develops the capabilities required to absorb and exploit them. This is consistent with the dynamic capabilities perspective and with the resource-based view, which emphasize that competitive advantage rests not on the resources themselves but on the firm's ability to deploy them in complementary configurations.

The findings also indicate that the relative effectiveness of specific technologies depends on industry, market structure, and customer profile. AI-driven personalization and predictive analytics generate the most consistent gains in retail, financial services, and tourism, where customer data is abundant. Immersive technologies are particularly powerful in product categories with high experiential content, such as fashion, real estate, automotive, and cultural tourism. Platform-based marketing is universally relevant but performs best when integrated with strong content strategy and community management.

Building on the literature synthesis, the comparative analysis, and the four mechanisms identified above, the author proposes the IMTC (Innovative Marketing Technologies for Competitiveness) model. The model conceptualizes innovative marketing not as a collection of separate tools but as a strategic system composed of five interdependent components. Each component is necessary but not sufficient; the strength of the system depends on the weakest component.

**Table 3.****The IMTC Model: components, content, and indicators**

<b>Component</b>	<b>Content</b>	<b>Key Indicators</b>
<b>Technological readiness (T)</b>	Availability of digital infrastructure, marketing platforms, analytical software, cloud capacity, and cybersecurity systems	Number of marketing technologies in active use; IT spending as % of revenue; uptime and stability of platforms
<b>Data infrastructure (D)</b>	Mechanisms for collecting, cleaning, integrating, and governing customer and market data; analytical pipelines and dashboards	Share of decisions based on data; data quality scores; integration level of CRM, ERP, web analytics
<b>Human capital (H)</b>	Digital and analytical skills of marketing staff; presence of specialists in AI, UX, content, programmatic media; learning culture	Share of staff with formal digital marketing training; turnover of digital specialists; internal training hours per employee
<b>Customer orientation (C)</b>	Systematic capture of customer feedback; deep understanding of customer journeys; agile response to behaviour changes	NPS, customer satisfaction index, churn rate, share of personalized communications
<b>Strategic integration (S)</b>	Alignment between marketing technologies and corporate strategy; engagement of top management; coordination across functions	Share of marketing technology projects with C-level sponsorship; cross-functional KPIs; review cycle time

*Source: developed by the author.*

Formally, the model can be represented as a multiplicative relationship between the five components and competitiveness:

$$\text{Competitiveness} = f(T \times D \times H \times C \times S)$$

The multiplicative form emphasizes that a critically weak component reduces the overall effect of the system, even if the other components are well developed. For example, an enterprise that invests heavily in technology but neglects human capital will obtain limited returns from its investments. The model is consistent with empirical findings on the importance of organizational complementarities for technology effectiveness.

The comparative analysis in Section 4.3 shows that the principal constraint for Uzbek enterprises is not basic infrastructure but rather organizational capability — that is, the data infrastructure (D), human capital (H), and strategic integration (S) components of the IMTC model. The most appropriate strategy for the majority of enterprises is therefore not to invest immediately in the most advanced AI or AR/VR systems, but to first build a solid foundation of customer data management, marketing automation, and skilled specialists. After this foundation is in place, the gradual introduction of more sophisticated technologies will yield significantly higher returns.

Several practical recommendations follow from this analysis. First, enterprises should perform a structured self-assessment using the five IMTC components and identify their weakest component before committing additional resources. Second, partnerships with universities and IT companies can accelerate the development of human capital, which the data show is the most acute bottleneck. Third, government support programs should be designed to address capability gaps, not only infrastructure gaps; this implies, among other things, funding for marketing analytics training, support for sectoral data exchange platforms, and tax incentives for marketing software adoption. Fourth, large national companies in sectors such as banking, telecommunications, and tourism can play a leading role by piloting advanced solutions and creating local case studies that smaller enterprises can emulate.

Several limitations should be acknowledged. First, the review relied exclusively on English-language peer-reviewed sources indexed in Scopus, Web of Science, and ScienceDirect. Important research published in Russian, Uzbek, or other regional languages may have been omitted. Second, the comparative statistical analysis used secondary data with varying definitions across sources; cross-country comparability is therefore approximate. Third, the IMTC model has been derived deductively from the literature and conceptual analysis; its empirical validation through firm-level surveys or structural equation modelling is a task for subsequent research. Fourth, the rapid pace of technological change means that some findings may need to be updated within a relatively short period.

### **CONCLUSION**

Innovative marketing technologies have moved from the periphery to the core of contemporary business strategy. Artificial intelligence, big data analytics, omnichannel automation, immersive technologies, and platform-based marketing offer enterprises substantial opportunities to enhance customer insight, accelerate operations, create memorable brand experiences, and adapt strategically to volatile markets. The findings of the present study confirm that, when adopted as a coordinated portfolio rather than as isolated tools, these technologies produce measurable improvements in customer retention, time-to-market, and marketing return on investment.

The proposed IMTC model — Innovative Marketing Technologies for Competitiveness — translates these findings into a practical framework structured around five interdependent components: technological readiness, data infrastructure, human capital, customer orientation, and strategic integration. The multiplicative logic of the model emphasizes that no single component can compensate for the absence of another and that the competitive value of marketing technologies emerges from the joint development of all five.

For enterprises in the Republic of Uzbekistan and other transition economies, the empirical comparison shows that the gap with leading economies is largest in the components that depend on organizational capability rather than physical infrastructure. The most productive strategy is therefore to invest first in data infrastructure, skilled specialists, and strategic alignment, and to introduce advanced technologies progressively as these foundations strengthen. National policy can support this trajectory by complementing infrastructure development with capability-building programs, education partnerships, and targeted incentives.

Three directions for future research can be highlighted. First, empirical validation of the IMTC model through firm-level surveys in Uzbekistan and comparable economies would provide stronger evidence on the relative weights of the five components. Second, longitudinal studies tracking the effects of specific technology investments on competitiveness over multiple years would clarify the temporal dynamics of adoption. Third, comparative case studies of leading enterprises in different sectors would generate actionable lessons for managers and policymakers. Together, these research directions would deepen scientific understanding of how innovative marketing technologies can be transformed from technical novelties into durable sources of competitive advantage.

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