

MARKETING STRATEGIES AS A MECHANISM FOR ENTERPRISE COMPETITIVENESS AN INTEGRATIVE CONCEPTUAL MODEL FOR EMERGING DIGITAL MARKETS

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Abstract

This article analyzed the role of marketing strategies in ensuring enterprise competitiveness through an integrative conceptual model. The study examined strategic marketing, marketing capabilities, market positioning, dynamic capabilities, and customer value creation mechanisms. The importance of marketing strategy in creating and sustaining competitive advantage under digital market conditions was substantiated. The research differentiated the concepts of marketing strategy, marketing activity, competitive advantage, and enterprise competitiveness. The findings showed that digital transformation, analytics capability, and customer-oriented management systems contributed to improving enterprise performance in emerging markets. The article also explained the relationship between marketing strategy and competitiveness through resource configuration, adaptive capabilities, and value-based market positioning mechanisms.

Keywords: marketing strategy, competitiveness, strategic marketing, dynamic capabilities, digital transformation, marketing capabilities, customer value, market positioning.

Annotatsiya

Mazkur maqolada marketing strategiyalarining korxonalar raqobatbardoshligini shakllantirishdagi o'zini integratsiyalashgan konseptual model asosida tahlil qilingan. Tadqiqotda strategik marketing, marketing imkoniyatlari, bozor pozitsiyasi, dinamik qobiliyatlar va mijoz qiymatini yaratish mexanizmlari o'rganilgan. Raqamli bozor sharoitida marketing strategiyasining korxonalar ustunligini shakllantirish va uni uzoq muddat saqlab qolishdagi ahamiyati asoslab berilgan. Tadqiqot davomida marketing strategiyasi, marketing faoliyati, raqobat ustunligi va korxonalar raqobatbardoshligi tushunchalari o'zaro farqlangan. Rivojlanayotgan bozorlar sharoitida raqamli transformatsiya, analitik salohiyat va mijozga yo'naltirilgan boshqaruv tizimlari korxonalar samaradorligini oshirishga xizmat qilishi aniqlangan.

Kalit so'zlar: marketing strategiyasi, raqobatbardoshlik, strategik marketing, dinamik qobiliyatlar, raqamli transformatsiya, marketing imkoniyatlari, mijoz qiymati, bozor pozitsiyasi.

Аннотация

В данной статье проанализирована роль маркетинговых стратегий в обеспечении конкурентоспособности предприятия на основе интегративной концептуальной модели. В исследовании рассмотрены механизмы

стратегического маркетинга, маркетинговых возможностей, рыночного позиционирования, динамических способностей и создания потребительской ценности. Обосновано значение маркетинговой стратегии в формировании и поддержании конкурентных преимуществ в условиях цифровых рынков. В ходе исследования разграничены понятия маркетинговой стратегии, маркетинговой деятельности, конкурентного преимущества и конкурентоспособности предприятия. Установлено, что цифровая трансформация, аналитические возможности и системы управления, ориентированные на клиента, способствовали повышению эффективности предприятий в условиях развивающихся рынков.

Ключевые слова: маркетинговая стратегия, конкурентоспособность, стратегический маркетинг, динамические способности, цифровая трансформация, маркетинговые возможности, потребительская ценность, рыночное позиционирование.

INTRODUCTION

Enterprise competitiveness has become increasingly dependent on the ability of firms to design, implement and renew market-oriented strategies under conditions of technological acceleration, data-intensive competition and shifting customer behaviour. Digital transformation has not eliminated the relevance of classical marketing strategy; rather, it has changed the conditions under which marketing strategy creates and sustains competitive outcomes.

In this context, marketing strategy should not be reduced to advertising, promotion or short-term sales activity. It represents an integrated pattern of long-term decisions concerning target markets, value propositions, resource allocation, customer relationships and competitive positioning. When marketing strategy is confused with operational marketing activity, the causal contribution of marketing to competitiveness becomes analytically blurred and managerially underestimated.

The literature offers several powerful but partial explanations. Porter's competitive positioning theory highlights industry structure and defensible market position. The resource-based view explains advantage through valuable, rare and difficult-to-imitate resources. Dynamic capabilities theory emphasises sensing, seizing and reconfiguring under turbulence. Market orientation research explains the role of customer and competitor intelligence. Marketing capability research shows how firms convert market knowledge into performance outcomes. Market-based assets theory connects customer relationships and brands to financial value. Each stream is important, but none alone explains the complete chain through which marketing strategy becomes sustainable enterprise competitiveness in digital and emerging-market settings.

The problem is especially relevant for enterprises in emerging markets such as Uzbekistan. These firms increasingly face digital competition and platform-mediated customer interactions, while many still operate with fragmented customer data, uneven digital skills and limited institutional support for advanced marketing analytics.

Classical Western frameworks therefore require careful adaptation rather than direct transplantation.

This article addresses three research questions. First, how should marketing strategy, marketing activity, competitive advantage, competitiveness, strategic marketing and tactical marketing be differentiated for rigorous research design? Second, how do major theoretical traditions jointly explain the marketing strategy-competitiveness relationship? Third, through which mechanisms can marketing strategy generate enterprise competitiveness under emerging digital-market conditions?

LITERATURE REVIEW

Marketing strategy refers to the integrated, long-term pattern of decisions through which a firm selects target markets, defines value propositions, configures marketing resources and establishes a competitive position. Marketing activity, by contrast, refers to the operational execution of this strategy through advertising, pricing actions, sales campaigns, channel operations and communication tools.

The distinction matters because marketing activities can be intensive without being strategic. A firm may spend heavily on promotion and still lack a coherent segmentation, targeting and positioning logic. Conversely, a firm with a clear marketing strategy can coordinate relatively modest activities in a way that produces stronger competitive effects. In causal modelling, marketing strategy should therefore be treated as a higher-order decision construct, while marketing activities should be treated as implementation instruments.

Competitive advantage is a relative and often time-specific position that allows a firm to outperform rivals through cost, differentiation, focus or superior customer value. Enterprise competitiveness is a broader and more dynamic construct: it describes the firm's capacity to generate, renew and defend advantages over time. Competitive advantage can therefore be understood as a necessary component of competitiveness, but not its full equivalent.

This distinction is critical in digital markets. A temporary advantage based on a successful campaign, a popular product or a favourable ranking position does not necessarily imply competitiveness. Competitiveness requires adaptive capacity, learning routines, resource renewal and resilience to changing customer expectations and technological conditions.

Strategic marketing concerns long-horizon choices about markets, customer groups, value propositions, brand architecture and competitive positioning. Tactical marketing concerns the short- and medium-term deployment of the marketing mix. The two levels are interdependent but analytically distinct. Tactical excellence without strategic coherence may produce short-term sales but weak long-term positioning; strategic clarity without tactical capability may remain unrealised.

A robust model of competitiveness must therefore include both levels. Strategy defines where and how the enterprise intends to compete; capabilities and activities determine whether that strategic intent becomes customer value and measurable market performance.

Competitive positioning theory explains how firms create advantage by choosing defensible positions in relation to customers, competitors and industry structure. Its contribution to the present model is the concept of market positioning as a mechanism through which marketing strategy translates strategic choices into customer-perceived differentiation. Its limitation is relative statics: it provides less guidance on how positions are continuously renewed under digital turbulence.

The resource-based view explains sustained advantage through resources and capabilities that are valuable, rare, difficult to imitate and difficult to substitute. In marketing, such resources include brand equity, customer knowledge, channel relationships, analytics routines and relational trust. The RBV is essential because it explains why some marketing strategies are more durable than others: they are embedded in socially complex and path-dependent resource systems.

Dynamic capabilities theory addresses the renewal problem by focusing on sensing, seizing and reconfiguring. Marketing strategy is not merely a plan; it is an organisational process through which firms detect market signals, interpret them, allocate resources and reconfigure their customer-facing activities. This theory is particularly relevant in digital settings where customer behaviour and competitive conditions change rapidly.

Market orientation research explains the cultural and informational foundations of effective marketing strategy. Customer orientation, competitor orientation, intelligence generation, intelligence dissemination and responsiveness help firms convert market information into strategic decisions. In digital markets, these processes must be supported by data quality, analytics capability and cross-functional coordination.

Marketing capabilities are the routines that enable the firm to implement strategy through pricing, product development, distribution, communication, customer management and marketing planning. Market-based assets, including brands and customer relationships, represent accumulated outcomes of repeated value delivery. Together, these traditions explain how marketing strategy becomes both operational capability and long-term asset creation.

Digital transformation changes the instruments and speed of marketing strategy. Data-driven segmentation, AI-supported customer insight, omnichannel customer journeys and predictive analytics strengthen the potential of marketing strategy, but only when they are integrated into a coherent strategic architecture. Digital tools alone are not competitive advantage; they become strategically valuable when embedded in capabilities, routines and differentiated customer value systems.

METHODOLOGY

This paper uses a structured conceptual synthesis rather than an empirical design. The aim is theory development: to clarify constructs, compare explanatory traditions and build an integrative model that can be tested in subsequent empirical research. The review focused on foundational and high-impact contributions in strategic marketing, strategic management, market orientation, marketing capabilities and digital transformation published between 1980 and 2024.

The synthesis followed four steps. First, key theoretical streams were identified based on their relevance to marketing strategy and competitiveness. Second, each stream was compared across five dimensions: locus of advantage, role of marketing strategy, causal mechanism, limitations in digital contexts and contribution to model development. Third, conceptual overlaps and contradictions were analysed. Fourth, the resulting mechanisms were integrated into a causal architecture with propositions suitable for future empirical testing.

Because this is a conceptual article, it does not claim to provide statistical validation. Its contribution lies in developing a theoretically grounded and empirically testable framework. Future research can operationalise the constructs through survey instruments, firm-level performance data and longitudinal designs.

The model proposes that enterprise competitiveness emerges from a chain of interrelated processes: market sensing leads to marketing strategy formulation; strategy shapes resource and capability configuration; capabilities enable customer value creation and market positioning; these outcomes generate competitive advantage; and the firm’s dynamic adaptation capacity determines whether advantage becomes sustained competitiveness.

The causal chain can be summarised as follows: Market orientation and digital sensing -> marketing strategy -> marketing capabilities and market-based assets -> customer value and competitive position -> competitive advantage -> enterprise competitiveness. The chain is not strictly linear. Feedback from market performance informs renewed sensing and strategic adaptation.

Table 1.

Four strategic mechanisms¹

Mechanism	Main theoretical sources	Competitiveness logic	Illustrative indicators
Market positioning	Porter; Kotler and Keller	Marketing strategy creates competitiveness by defining where the firm competes, which customers it serves and how it differentiates its value proposition. Positioning converts strategic choice into customer-perceived distinction.	Differentiation score; preference share; share of voice
Resource and capability configuration	Barney; Wernerfelt; Peteraf; Vorhies and Morgan	Marketing strategy configures tangible and intangible resources into capability systems. When these systems are valuable, rare, difficult to imitate and embedded in routines, they support sustained advantage.	Marketing capability index; resource VRIN score
Customer value creation	Narver and Slater; Srivastava et al.; Vargo and Lusch	Marketing strategy generates competitiveness by aligning products, prices, channels, communication and customer experience with target-segment needs. Repeated value delivery builds loyalty, brand equity and customer lifetime value.	CLV; retention; NPS; brand equity

¹ Author’s work

Mechanism	Main theoretical sources	Competitiveness logic	Illustrative indicators
Dynamic adaptation	Teece et al.; Kohli and Jaworski; Verhoef et al.	Marketing strategy sustains competitiveness when it enables rapid sensing of market changes, seizing of new opportunities and reconfiguration of resources. This mechanism explains renewal rather than initial advantage only.	Response time; innovation rate; speed of strategic reconfiguration

Propositions

P1: Marketing strategy quality positively influences enterprise competitiveness through the clarity of market positioning and value proposition design.

P2: Marketing capabilities mediate the relationship between marketing strategy and competitive advantage because strategy affects performance only when translated into executable routines.

P3: Market-based assets mediate the relationship between customer value creation and long-term competitiveness by stabilising cash flows and strengthening customer loyalty.

P4: Dynamic capabilities moderate the relationship between competitive advantage and enterprise competitiveness because adaptive firms are more able to renew advantages under market turbulence.

P5: Digital maturity strengthens the relationship between market orientation and marketing strategy quality by improving the speed and accuracy of customer and competitor intelligence.

P6: In emerging markets, institutional and data-infrastructure constraints weaken the conversion of digital marketing tools into competitive advantage unless firms develop analytics capability and organisational agility.

ANALYSIS AND RESULTS

The model has particular relevance for emerging digital markets. Enterprises in such contexts often face a dual challenge: they need to adopt digital marketing tools while simultaneously building the organisational capabilities required to use these tools strategically. In Uzbekistan, digital transformation policies and expanding online markets create opportunities, but firm-level marketing analytics, CRM integration and data-driven decision-making remain uneven across sectors.

The Uzbekistan context is therefore treated as an illustrative emerging-market setting rather than as an empirically proven case in this conceptual article. The model suggests that competitiveness-building programmes should prioritise not only digital tool adoption but also strategic marketing skills, customer-data governance, analytics capability, brand differentiation and adaptive management routines.

For future empirical work, Uzbekistan offers a suitable setting to test how digital maturity, firm size, sector and export orientation moderate the marketing strategy-competitiveness relationship. Such research would strengthen both academic theory and policy design for enterprise competitiveness.

Discussion

The model contributes to the literature by showing that the inside-out and outside-in views of strategy are complementary rather than mutually exclusive. Market positioning explains external fit; RBV and marketing capabilities explain internal strength; dynamic capabilities explain renewal; market orientation explains information processing; market-based assets explain long-term value accumulation.

The model also clarifies why digitalisation alone does not create competitiveness. Digital tools improve competitiveness only when they enhance one or more of the four strategic mechanisms. A CRM system that does not improve customer insight, a data platform that does not support strategic decisions or an AI tool that is not embedded in differentiated positioning remains operational technology rather than strategic capability.

Finally, the model provides a bridge between conceptual theory and empirical measurement. Each mechanism can be operationalised through observable indicators, allowing future studies to use PLS-SEM, panel data or mixed methods to test the proposed relationships.

Managerial and Policy Implications

For managers, the key implication is that marketing strategy should be treated as a competitiveness system rather than a communication function. Firms should begin with target-market selection and value proposition clarity, then build capabilities and digital tools around that strategic logic. Annual marketing capability benchmarking, customer-data audits and competitive-position reviews can help identify bottlenecks.

For policymakers, the model suggests that enterprise competitiveness programmes should move beyond generic digitalisation support. Training and support mechanisms should focus on strategic marketing, data quality, analytics skills, CRM integration, brand development and export-oriented customer value design. Such interventions would improve the capacity of enterprises to convert digital transformation into sustainable competitiveness.

Limitations and Future Research

This article is conceptual and therefore does not provide empirical estimates of the proposed relationships. The model requires validation using primary data from enterprises. Future studies should develop measurement scales, collect firm-level survey and performance data, and test mediation and moderation effects across sectors.

A second limitation is that the Uzbekistan context is used to motivate the emerging-market relevance of the model rather than to provide full country-level empirical evidence. Future research should incorporate national datasets, sectoral case studies and longitudinal firm performance indicators. A third limitation concerns the scope of the literature: although the article synthesises major theoretical streams, specialised work on platform ecosystems, algorithmic governance and digital competition can further enrich the model.

CONCLUSION AND SUGGESTIONS

This article developed an integrative conceptual model explaining how marketing strategies contribute to enterprise competitiveness. It clarified key conceptual

boundaries, synthesised major theoretical traditions and identified four strategic mechanisms: market positioning, resource and capability configuration, customer value creation and dynamic adaptation.

The central conclusion is that marketing strategy ensures competitiveness not through isolated promotional actions but through a coordinated system of strategic choices, capabilities, customer value processes and adaptive routines. In emerging digital markets, this system must be supported by data quality, analytics capability, omnichannel integration and organisational agility. The model offers a theoretically grounded basis for future empirical research and practical competitiveness-building initiatives.

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