A STRATEGIC MARKETING ANALYSIS OF UZBEKTELECOM JSC IN UZBEKISTAN'S TELECOMMUNICATIONS MARKET

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Abstract

The article examined Uzbektelecom JSC's marketing strategy in Uzbekistan's telecommunications market and opportunities to improve customer experience. A qualitative case study used secondary sources, customer journey mapping, SWOT analysis, competitor comparison, marketing mix analysis, and qualitative content analysis. Infrastructure, service diversity, and brand recognition were described as competitive advantages. Selection, purchase, and service usage stages were compared for customers with different levels of awareness. Opportunities were identified to improve information provision, technical support, and digital communication. Recommendations addressed youth promotion, loyalty programmes, and integrated marketing communications. These recommendations aimed to strengthen customer relationships, improve service processes, and enhance the company's competitive position.

Keywords: strategic marketing, Uzbektelecom, telecommunications market, customer experience, customer journey mapping, SWOT analysis, marketing mix, customer loyalty.

Annotatsiya

Maqolada "O'zbektelekom" aksiyadorlik jamiyatining O'zbekiston telekommunikatsiya bozoridagi marketing strategiyasi va mijozlar tajribasini takomillashtirish yo'nalishlari o'rganildi. Tadqiqot ikkilamchi manbalarga asoslangan sifat tadqiqoti sifatida olib borildi. Mijozlar yo'lini xaritalash, SWOT tahlili, raqobatchilarni taqqoslash, marketing kompleksi va sifat kontent-tahlili usullari qo'llanildi. Kompaniya infratuzilmasi, xizmatlar xilma-xilligi va brendning tanilganligi raqobat ustunliklari sifatida tavsiflandi. Xabardorlik darajasi turlicha bo'lgan mijozlarning xizmatni tanlash, xarid qilish va undan foydalanish bosqichlari taqqoslandi. Axborot taqdimoti, texnik yordam va raqamli kommunikatsiyalarni yaxshilash imkoniyatlari ajratildi. Yoshlar segmentiga yo'naltirilgan targ'ibot, sodiqlik dasturlari va integratsiyalashgan marketing kommunikatsiyalari bo'yicha tavsiyalar ishlab chiqildi. Tavsiyalar mijozlar bilan aloqalarni mustahkamlash, xizmat ko'rsatish jarayonlarini takomillashtirish va kompaniyaning bozordagi raqobatbardoshligini oshirishga yo'naltirildi.

Kalit so'zlar: strategik marketing, O'zbektelekom, telekommunikatsiya bozori, mijozlar tajribasi, mijozlar yo'lini xaritalash, SWOT tahlili, marketing kompleksi, mijozlar sodiqligi.

Аннотация

В статье были изучены маркетинговая стратегия акционерного общества «Узбектелеком» на телекоммуникационном рынке Узбекистана и направления совершенствования клиентского опыта. Исследование было проведено как

качественный анализ отдельной компании на основе вторичных источников. Применялись картирование клиентского пути, SWOT-анализ, сравнение конкурентов, анализ комплекса маркетинга и качественный контент-анализ. Инфраструктура, разнообразие услуг и узнаваемость бренда были охарактеризованы как конкурентные преимущества. Были сопоставлены этапы выбора, приобретения и использования услуг клиентами с различной информированностью. Выделены возможности улучшения информационного сопровождения, технической поддержки и цифровых коммуникаций. Разработаны рекомендации по продвижению среди молодежи, программам лояльности и интегрированным маркетинговым коммуникациям. Рекомендации были направлены на укрепление отношений с клиентами, совершенствование обслуживания и повышение конкурентоспособности компании на рынке.

Ключевые слова: стратегический маркетинг, Узбектелеком, телекоммуникационный рынок, клиентский опыт, картирование клиентского пути, SWOT-анализ, комплекс маркетинга, лояльность клиентов.

INTRODUCTION

The telecommunications sector plays an important role in the digital transformation of Uzbekistan. The increasing use of the Internet, mobile communication, cloud technologies, and other digital services has intensified competition among telecommunications operators. In line with the country's digital development strategy, telecommunications companies are expected to improve service quality and expand digital infrastructure[1].

Uzbektelecom JSC was selected for this study because it is one of the largest telecommunications operators in Uzbekistan. The company provides a wide range of services, including fixed and mobile communication, broadband Internet, IPTV, cloud services, and cybersecurity, while serving millions of customers across the country through its extensive fiber-optic network.

The aim of this study is to analyze Uzbektelecom's current marketing strategy by evaluating its customer value proposition, customer journey, competitive environment, SWOT factors, market positioning, and marketing mix. Based on the findings, several recommendations are proposed to improve customer satisfaction and strengthen the company's competitive position in the telecommunications market.

LITERATURE REVIEW

Customer Journey (CJ) has become one of the most important concepts in modern marketing because customers interact with companies through multiple online and offline touchpoints before, during, and after purchasing a product or service. According to Lemon and Verhoef (2016), customer experience is created across the entire customer journey rather than at a single point of interaction. The authors emphasize that organizations should manage every touchpoint in order to improve customer satisfaction and long-term loyalty. This concept is particularly relevant in the

[1] Ministry of Digital Technologies of the Republic of Uzbekistan. Digital Technologies. Government of the Republic of Uzbekistan, URL: https://gov.uz/en/activity_page/digital_technology

telecommunications industry, where customers continuously interact with digital platforms, customer service, retail stores, and mobile applications[1].

Customer Journey Mapping (CJM) is a strategic management tool used to visualize customers' experiences across different stages of interaction with a company. Rosenbaum, Otalora, and Ramírez (2017) argue that many organizations incorrectly assume that all touchpoints have equal importance. Their study demonstrates that companies should identify the most influential touchpoints and redesign customer experiences based on customer priorities. The authors conclude that customer journey mapping helps firms improve service innovation and strategic decision-making.[2]

Service quality is another important determinant of customer satisfaction and loyalty. Parasuraman, Zeithaml, and Berry (1988) introduced the SERVQUAL model, which measures service quality through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Among these dimensions, reliability and responsiveness are especially significant in telecommunications because customers expect stable network performance and quick technical support. Companies that consistently deliver high-quality services are more likely to retain customers and strengthen brand loyalty.[3]

Integrated customer experience management has become a competitive advantage in digital markets. Richardson (2010) explains that customer journey maps enable organizations to identify pain points, eliminate service failures, and redesign customer interactions based on customer expectations. Rather than focusing only on products or prices, companies should understand customers' emotions and behaviors throughout the entire buying process. This approach supports continuous service improvement and stronger customer relationships.[4]

Recent research further suggests that customer journeys should not always be effortless or identical for every consumer. Gopaldas and Siebert (2022) argue that organizations should design meaningful customer journeys that create engagement and memorable experiences rather than simply reducing customer effort. Their findings indicate that emotional engagement throughout the customer journey contributes significantly to customer retention and brand preference.[5]

METHODOLOGY

This study uses a qualitative case study approach to analyze the marketing strategies and customer journey of Uztelecom JSC. The research is based on secondary data collected from the official Uztelecom website, government publications, academic articles, and industry reports.

[1] Lemon, K. N., Verhoef, P. C. Understanding Customer Experience Throughout the Customer Journey // Journal of Marketing, 2016, 80(6), pp. 69-96. URL: https://doi.org/10.1509/jm.15.0420
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The analysis applies Customer Journey Mapping (CJM), SWOT analysis, competitor analysis, and the Marketing Mix (4Ps) to evaluate the company's market position and customer experience. The collected data were analyzed using qualitative content analysis to identify strengths, weaknesses, and opportunities, and to develop recommendations for improving customer satisfaction and competitive advantage.

ANALYSIS AND RESULTS

“Uzbektelecom” Joint Stock Company is one of the largest communications operators in Uzbekistan. The company provides fixed and mobile communications, television, internet, data centers, video surveillance, cybersecurity, and other digital services throughout the country. It is the largest infrastructure owner in Uzbekistan, with its nearly 300 thousand kilometers of fiber-optic communication network. “Uzbektelecom” Joint Stock Company is a priority participant in the national program “Digital Uzbekistan 2030”, and is implementing several IT and technological projects.

Customers choose “Uztelecom” for the main functions:

1. High-speed Internet. Uztelecom users are provided with high speeds and network stability, which is crucial in modern life for online working, e-commerce, and e-learning. Personally, for 10 years, I have tried several Internet companies' services, including Beeline, Ucell, and Uzmobile (Uztelecom’s Sim card service name) for my mobile phone, during that time, among them Uzmobile was the fastest.

2. Wide Connectivity. Uztelecom has the largest communications network infrastructure in Uzbekistan. It has reached even the most remote areas of regions and is working well.

3. Uztelecom offers a variety of services to meet different needs, such as affordable tariffs and services. We can find the cheapest tariffs in Uzmobile compared to other companies.

4. Uzmobile has been attracting customers with its reliable internet. In recent days in Uzbekistan, a huge amount of money was stolen from bank cards in a mass manner, which are connected to Humans (Internet company in Uzbekistan) SIM cards. However, Uzmobile is generally perceived as a secure mobile operator, and no major hacking incidents involving Uzmobile SIM card users have been widely reported.

Uzbektelecom has a significant customer base in Uzbekistan. According to the company's official information, in 2025 Uzbektelecom provided telecommunications services to more than 12 million subscribers. The company's 2024 Sustainability Report also reported 9.2 million mobile subscribers, 1.6 million fixed-line subscribers, and 2.5 million broadband subscribers. These figures demonstrate the company's extensive market presence and diversified customer base across different telecommunications services.

How they feel about the price? Customers are satisfied with affordable prices. As a Uzmobile user, I can mention that I have been using the same tariff for almost 6 years, and the service price of this tariff has not increased at all in 6 years.

Where they buy it? people can buy Uztelecom services in official branches, offices, internet shops, and online.

When and where they use it? At home, at work, in transportation, on the way, on a journey, and Uztelecom's services work 24/7 and people can use it around the clock.

How often they buy it? Uztelecom's users purchase its services yearly, monthly, weekly or daily.

The differences between two customer journey maps by informed and uninformed customer are depicted in the following tables (Table 1, table 2).

Table 1

Analysis of the Customer Journey of an Informed Uztelecom Customer[1]

STAGES					
Activities	**Awareness**	**Search**	**Evaluation**	**Purchase**	**Post-purchase**
Customer Actions	Notices new tariff and interested	Visits website, checks plans	Compares Internet speed, price, competitors	Orders online or visits office	Uses service monthly, monitors quality
Customer Believes/feelings	"Maybe this is better than my current provider"	"Let me verify details"	"Is this worth switching?"	"I hope setup is smooth"	"Does it deliver what was promised?"
Potential Touchpoints	Ads, social networking sites, word-of-mouth	Website, Telegram channel, call center	Reviews, speed test data	Website form, office, installer visit	SMS support, app, hotline
Company Failure/Weaknesses	Generic ads, unclear differentiation	Website info outdated and incomplete	Lack of transparent comparison	Slow installation scheduling	Poor support response, outages
Company Success	Strong brand recognition in Uzbekistan	Official site has tariffs listed	Competitive pricing bundles	Wide coverage, easy signup	Stable connection (even in rural areas)
Opportunities	Targeted ads (based on usage)	Improve UX of website, clearer tariffs	Add comparison tools vs competitors	Faster installation booking	Proactive support + performance tracking

Table 2

Analysis of the Customer Journey of an Uninformed Uztelecom Customer[2]

STAGES					
Activities	**Awareness**	**Search**	**Evaluation**	**Purchase**	**Post-purchase**
Customer Actions	The staff noticed Uztelecom while searching the Internet for the office	Compares uztelecom with other brands and reads reviews, asks friends	Relies on simple explanations	Makes a decision based mainly on price or discounts.	Uses Uztelecom but does not engage with Uztelecom's services unless needed and rarely recommends unless they

[1] Author's elaboration
[2] Author's elaboration

STAGES					
Activities	**Awareness**	**Search**	**Evaluation**	**Purchase**	**Post-purchase**
					see the advantages
Customer Believes/feelings	"I do not know much about Uztelecom. Is its Internet good enough?"	"Is Uzmobile reliable compared to Ucell, Beeline?"	"I trust what staff recommends"	"This one is cheaper… maybe I will try it"	"It works fine, but I am not fully convinced yet."
Potential Touchpoints	Uztelecom sales office, online ads.	Sales manager, banners that reflect the tariff and their differenceы	Sales agent explanation	Payment, Promotions.	Social media, friends asking for advice.
Company Failure/Weaknesses	Messaging too technical	Negative online reviews	Overcomplicated tariff plans	Fear of poor quality internet	Low loyalty
Company Success	Strong brand recognition in Uzbekistan	Physical offices accessible	Staff can guide decisions	Easy offline purchase	Large infrastructure reach
Opportunities	Simple, visual education campaigns	Clear comparison with other brands	Discounts, financing	Assisted onboarding (setup help)	Tutorials, proactive SMS guidance

Uztelecom operates in Uzbekistan, and its primary competitors are also companies offering similar services and targeting similar consumer segments.

Key competitors are:

-Beeline Uzbekistan

-Ucell

-Perfectum Mobile

-Humans Mobile.

Competitive factors:

-the largest infrastructure

-affordable prices

- trust, loyalty

-integrated services (Cloud service, IPTV, home internet).

Uztelecom collaborates with:

-Supplier: Huawei, Ericsson, companies that supply electronic devices.

-Distributors: Uztelecom official branches and markets, and shops in regions.

-Marketing partners: Banks (payment and transaction services)[1]

Size of market is big- more than 12 million people are using it in Uzbekistan. And, Uztelecom's growth in Uzbekistan's market is increasing by offering the fastest and cheapest internet, digital services, and a wide variety of services.

Uzbektelecom's primary segments are: price-sensitive people

-The population living in remote areas

-Home Internet users.

Segments currently targeted by Uztelecom:

[1] Uzbektelecom JSC. Official Website. URL: https://uztelecom.uz/

-The population living in remote areas
-Home Internet users.

SWOT Analysis

Strengths:

• Strong brand recognition**:** Uztelecom is a well-known, the largest, and reliable Internet Communications company in Uzbekistan.

• Diverse products: It offers a variety of services like SIM Cards, Internet, Home Internet, Satellite communication services, cybersecurity, cloud services, and data centers.

• Robust Infrastructure: well-developed network infrastructure that covers both urban and rural areas.

Weaknesses

• Limited global coverage: Uztelecom is well-known in Uzbekistan but not yet popular internationally.

• High operating costs: Providing infrastructure throughout the country demands high operational costs.

• Service deficiencies: Inconsistent customer services impact negatively on customer satisfaction.

Opportunities

• Growing demands: Increasing usage of mobile and Internet services gives opportunities for expansion.

• More digital services offerings: It is a great opportunity to offer more digital services that are currently relevant, including cybersecurity, cloud services, data centers, and Satellite communication services.

• Regional expansion: Providing internet to more areas will significantly increase the number of customers.

Threats

• Tough competition: Several other Internet companies are selling similar products, such as Ucell, Beeline Uzbekistan, Humans Mobile, and they could affect Uztelecom's sales.

• High amount of expenses: Launching 5G infrastructure or technological upgrades will cost a lot of money.

Market Growth Strategies:

-Differentiating from competitors.
-Increasing the customer loyalty level.
-Provide the population with reliable and affordable mobile connections and internet.
-Offering bonuses and discounts.

Recommended strategies for the next year

-Launching more promotions and more ads.
-Improving the quality of services.
-Offering new discounts and tariffs.

Targeting strategy

Uztelecom uses a differentiated marketing strategy. It selects several segments, not the entire market, and offers various products and services, such as it offers corporative Wi-Fi networks for organizations or home Internet users, video surveillance for "Smart Home" programs, affordable and faster Internet packages for students, and active internet users.

Current segments:

-Home Internet users,

-Organizations

-International connection users

-Mobile Internet Users

Recommendations:

Uztelecom chooses appropriately its customer segments, but it should focus on targeting more youth, such as students, because if they can benefit from these offers they will recommend their friends, and acquaintances even more.

Positioning Strategy

In fact, we can say that Uztelecom is the largest, and reliable national Internet and communications operator in Uzbekistan and, its position is also stable in Uzbek Internet market.

Recommendations:

Uztelecom should strengthen its brand image by offering more digital services, like IoT, data centers, Cloud services that are actual in the modern life.

Product Strategy

Several product lines:

-Internet

-Mobile Connection

-IPTV

-Corporative Internet services

-Data centers

-International communications

-Home Internet

Brand Strategy

Uztelecom is reliable national brand. To increase loyalty level company should maintain the quality of Internet and services, launch loyalty programs and offer more bonuses for loyal clients.

Price Strategy

In mobile Internet segments demands are elastic, because if the prices will increase, clients might use other operators' services. However, in corporative segments demands are inelastic, they not often change the service. Current prices are not so high, some offers are cheap, and some of them are in average price. I think Uztelecom should control the price increase of the services it offers. For example, we use Uztelecom's Wi-Fi network for home internet, and monthly fee for Wi-Fi has increased 2 times in a year without any reason, while the price of my mobile Internet tariff has not changed at all for 6 years.

Uztelecom uses wide and integrated distribution network strategy. It delivers its services offline and online throughout Uzbekistan.

Main distribution channels:

-Sales offices

-Official branches

-Official dealers

-Website

-Mobile applications

-USSD services.

Competitors and Threats

Beeline, Ucell, and Humans are very strong competitors in terms of price, offers, bonuses, and advertising. In social media we can see a variety of ads of Beeline, Ucell, and Humans, but personally I rarely see Uzmobile's ads on TV, or social networking sites. Main threat of Uzmobile is aggressive discounts offered by Ucell and Beeline. Taken "Alchiroq" by Ucell or "Fortuna baraban" by Beeline, they give valuable bonuses for users.

Promotions used by Uztelecom:

-Advertising, outdoor ads

-Discounts

-Loyalty programs, loyalty discount and bonus offerings

-Sales promotions.

Recommendations:

-Uztelecom should use more social media ads, like Instagram, Tik Tok, because nowadays more people spend their time in these platforms.

-Competitors promote through aggressive discounts, bonuses, unlimited Internet Packages, and media influencers.

-Appropriate measures of promotion effectiveness increase the sales, attract more customers, strengthen brand awareness.

IMC Budget

Typically, 8-20% of the annual marketing budget is allocated for IMC.

A possible IMC budget distribution could be:

40% Digital and social media advertising

20% University events and sponsorships

15% Outdoor advertising

10% Sales promotions and discounts

10% Public relations activities

5% Market research and campaign evaluation

For next year, increasing the IMC budget to 18-20% of the total marketing budget is recommended because the number of students using online educational platforms is continuously growing. More investment in IMC would help Uztelecom strengthen its competitive advantage in the education sector. The company should increase its share to 25-30% by focusing on digital marketing, and social media.

CONCLUSION AND SUGGESTIONS

This article analyzed the strategic marketing activities of Uzbektelecom by examining its customer journey, competitive environment, SWOT factors, market segmentation, positioning strategy, and marketing mix. The results indicate that Uzbektelecom maintains a strong competitive position in Uzbekistan's telecommunications market due to its extensive network infrastructure, affordable pricing, broad service portfolio, and high level of brand recognition. These strengths enable the company to offer services millions of customers across both urban and rural areas.

However, the analysis also indicated several challenges that may affect the company's future competitiveness. Increasing competition from private telecommunications operators, growing customer expectations regarding service quality, limited digital promotional activities, and weaknesses in customer support require greater strategic attention. To solve these issues, Uzbektelecom should strengthen its integrated marketing communications, expand its presence on digital and social media platforms, improve customer experience throughout the entire customer journey, and introduce more innovative loyalty programs targeting young and digitally active consumers.

Overall, although Uztelecom's competitors are offering high discounts, big sales, and using More advertising in social media, Uztelecom stays more reliable, affordable, cheaper, and the largest Internet operator In Uzbekistan.

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Marketing jurnali O‘zbekiston Respublikasi Oliy ta’lim, fan va innovatsiyalar vazirligi huzuridagi **Oliy attestatsiya komissiyasi rayosatining 2024-yil 04-oktabrdagi 362/5 sonli qarori** bilan milliy ilmiy nashrlar ro‘yxatiga kiritilgan

“Marketing” ilmiy, amaliy va ommabop jurnali 2024-yil 15-martdan O‘zbekiston Respublikasi Prezidenti Administratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan **C-5669517** reyestr raqami tartibi bo‘yicha ro‘yxatdan o‘tkazilgan. **Litsenziya raqami: №240874**

“Marketing” ilmiy, amaliy va ommabop jurnalining xalqaro darajasi: **9710.** ГОСТ 7.56-2002 " Seriyali nashrlarning xalqaro standart raqamlanishi" davlatlataro standartlari talablari. **Berilgan ISSN tartib raqami: 3060-4621**