

Academia Open

Vol. 10 No. 2 (2025): December

DOI: 10.21070/acopen.10.2025.12770

Table Of Contents

Journal Cover	1
Author[s] Statement.....	3
Editorial Team	4
Article information	5
Check this article update (crossmark)	5
Check this article impact	5
Cite this article.....	5
Title page.....	6
Article Title	6
Author information	6
Abstract	6
Article content	7

Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the published of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright Statement

Copyright © Author(s). This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licences/by/4.0/legalcode>

Academia Open

Vol. 10 No. 2 (2025): December
DOI: 10.21070/acopen.10.2025.12770

EDITORIAL TEAM

Editor in Chief

Mochammad Tanzil Multazam, Universitas Muhammadiyah Sidoarjo, Indonesia

Managing Editor

Bobur Sobirov, Samarkand Institute of Economics and Service, Uzbekistan

Editors

Fika Megawati, Universitas Muhammadiyah Sidoarjo, Indonesia

Mahardika Darmawan Kusuma Wardana, Universitas Muhammadiyah Sidoarjo, Indonesia

Wiwit Wahyu Wijayanti, Universitas Muhammadiyah Sidoarjo, Indonesia

Farkhod Abdurakhmonov, Silk Road International Tourism University, Uzbekistan

Dr. Hindarto, Universitas Muhammadiyah Sidoarjo, Indonesia

Evi Rinata, Universitas Muhammadiyah Sidoarjo, Indonesia

M Faisal Amir, Universitas Muhammadiyah Sidoarjo, Indonesia

Dr. Hana Catur Wahyuni, Universitas Muhammadiyah Sidoarjo, Indonesia

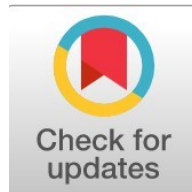
Complete list of editorial team ([link](#))

Complete list of indexing services for this journal ([link](#))

How to submit to this journal ([link](#))

Article information

Check this article update (crossmark)



Check this article impact (*)



Save this article to Mendeley



(*) Time for indexing process is various, depends on indexing database platform

Technological Transformation and Challenges in Uzbekistan's Journey Toward Marketing 5.0

Musurmonov Otabek Sobirjon Ugli, deputatmusurmonov@gmail.com, (1)

Independent Researcher of Tashkent State University of Economics, Tashkent, Uzbekistan

⁽¹⁾ Corresponding author

Abstract

General Background: The evolution of marketing theory from Marketing 1.0 to Marketing 5.0 represents a global shift from product-centered strategies to technology-driven, human-centric marketing philosophies. **Specific Background:** In Uzbekistan, this transformation has occurred alongside rapid economic liberalization and digitalization, yet its pace and scope differ across industries. **Knowledge Gap:** While global literature extensively discusses Marketing 5.0, limited empirical research explores how developing economies like Uzbekistan adapt to this paradigm, particularly in balancing technological innovation with cultural and infrastructural constraints. **Aims:** This study investigates how Uzbek enterprises transition from traditional to technology-enabled marketing, focusing on challenges and enablers of adopting Marketing 5.0 practices. **Results:** Findings from qualitative case studies of leading companies—Artel, Beeline, UzAuto Motors, UZUM, and a textile SME—reveal an uneven progression, with large corporations advancing toward digital marketing integration while SMEs remain constrained by limited expertise, resources, and digital infrastructure. **Novelty:** The study provides one of the first localized analyses of Marketing 5.0 implementation in Central Asia, integrating cultural and organizational dimensions with technological readiness. **Implications:** The results underscore that successful marketing transformation in emerging markets requires not only technological investment but also policy support, digital education, and a balance between automation and human empathy.

Highlights:

- ♦ Marketing in Uzbekistan is evolving from product-centered to technology-driven models.
- ♦ Large firms lead digital adoption, while SMEs face financial and skill barriers.
- ♦ Balancing technology with human empathy is crucial for sustainable marketing growth.

Keywords: Marketing 5.0, Digital Transformation, Artificial Intelligence, Business Transformation, Emerging Economies

Published date: 2025-10-13

Introduction

The global marketing landscape has undergone a profound transformation over the past decades, evolving from a product-oriented approach to a technology-enabled, human-centric philosophy. This evolution, famously categorized by Philip Kotler and colleagues as Marketing 1.0 through Marketing 5.0, has reshaped the relationship between businesses and consumers [1]. Marketing 5.0 represents a paradigm where advanced technologies such as artificial intelligence (AI), data analytics, and automation are used to serve humanity by combining technological precision with human empathy [2].

The seven main factors of Marketing are: product, price, promotion, place, packaging, positioning, and people. However, as business activities, customers, and competition increase, the concept of marketing becomes more complex in Uzbekistan among both large and emerging companies. Recently, marketing has been broken down into 44 factors, each one equally important. The author aims to analyse the phases of Marketing in detail and understand the vital facets of each. Furthermore, the author seeks to highlight the differences between the stages based on the interpretation of each stage. This will provide a holistic view of the development of Marketing [3].

In Uzbekistan, a rapidly developing Central Asian economy, marketing practices have evolved in parallel with economic reforms and digital transformation. Since independence, the country has shifted from a production-driven market to one increasingly influenced by consumer behavior, digital connectivity, and technological innovation [4]. However, the process of integrating marketing technologies remains uneven. While large companies such as Artel, UzAuto Motors, Beeline, and UZUM have embraced digitalization, many small and medium enterprises (SMEs) continue to rely on traditional marketing strategies [5].

This research investigates how Uzbek businesses are adapting to the technological transformation in marketing and what difficulties they face in adopting Marketing 5.0 practices. The study seeks to understand the opportunities and barriers that define Uzbekistan's transition toward technology-based, customer-centered marketing [6].



Figure 1. The marketing evolution

Literature Review

Marketing as both a discipline and a practice has undergone continuous evolution in response to technological progress, shifting consumer expectations, and globalization. Scholars such as Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan have structured this evolution into five distinct phases—Marketing 1.0 to Marketing 5.0—each reflecting the socio-economic realities of its time [7]. The trajectory from product-oriented to technology-driven marketing underscores the growing complexity of business environments and the increasing role of technology and data in shaping consumer engagement. For developing economies such as Uzbekistan, this evolution presents both opportunities and challenges. Although marketing theory has been well documented in global literature, the application of its principles within transitional economies remains underexplored. The literature shows that while global marketing practices evolve rapidly toward digital transformation, many emerging economies struggle to adapt to the same pace due to infrastructural and human capital constraints.

The first stage, known as Marketing 1.0, emerged during the Industrial Revolution and was primarily product-driven. Businesses focused on production efficiency and mass distribution, with little emphasis on consumer needs. Marketing during this era was limited to product promotion and price determination. Levitt described this stage as one in which companies competed on quality and scale rather than on the basis of consumer satisfaction [8]. In this sense, marketing was viewed as a supplementary business activity, not yet the strategic core it would become in later decades.

With the rise of competition and growing consumer awareness in the mid-20th century, the second phase, Marketing 2.0, developed as a customer-oriented model. This stage represented a major philosophical shift toward recognizing the consumer as the central element of the business equation. Companies began segmenting markets and tailoring their messages to specific groups. Consumer research, market segmentation, and brand management emerged as critical

practices. Kotler noted that companies during this period sought to understand consumer psychology, creating marketing campaigns that emphasized emotional connection and loyalty [9]. The development of the “4 Ps” of marketing—product, price, place, and promotion—became a standard strategic model [10]. Later scholars expanded this framework to include people, process, and physical evidence, reflecting the growing importance of services and experience-based economies.

Marketing 3.0, as defined by Kotler, Kartajaya, and Setiawan, brought a new dimension by positioning marketing as human-centric [11]. This phase coincided with the rise of globalization, information technology, and social awareness. Consumers were no longer seen as passive buyers but as multidimensional human beings with emotions, values, and aspirations. Businesses began integrating corporate social responsibility (CSR), sustainability, and ethical principles into their branding strategies. Aithal and Aithal argue that Marketing 3.0 redefined the relationship between businesses and society, emphasizing that successful brands must embody moral and cultural relevance in addition to economic value [12].

The digital revolution of the early 21st century introduced Marketing 4.0, which represents a fusion of traditional and digital marketing. In this stage, companies shifted from one-way communication toward two-way engagement with customers through online platforms, social media, and interactive experiences. The focus expanded from market share to “mind share” and “heart share”. Marketing 4.0 introduced data-driven strategies, customer journey mapping, and omnichannel approaches that connect digital and physical touchpoints. As Hassan, Nadzim, and Shiratuddin observe, the integration of web analytics and behavioral data enabled firms to measure performance and optimize customer experiences in real time [13].

Marketing 5.0, the most recent stage, represents a synthesis between human empathy and advanced technology. Kotler, Kartajaya, and Setiawan define it as “technology for humanity,” in which artificial intelligence (AI), machine learning, robotics, and data analytics are applied to deliver personalized and ethical consumer experiences. Rust predicts that marketing will increasingly rely on predictive analytics and algorithmic decision-making, enabling companies to anticipate customer needs even before they are expressed [14]. Davenport et al. describe this as “hyper-personalization,” in which marketing automation and AI converge to create highly individualized communication and product offerings [15]. However, scholars such as Sheth and Wierenga warn that excessive reliance on automation may erode the human dimension of marketing, creating risks related to privacy, bias, and loss of authenticity [16].

As marketing has evolved, scholars have expanded its core components beyond the traditional seven factors—product, price, promotion, place, packaging, positioning, and people—to include as many as 44 interrelated dimensions. These dimensions encompass sustainability, digital innovation, ethics, and brand experience, reflecting the increasing complexity of the marketing landscape. In emerging economies, this complexity is particularly evident as firms attempt to balance traditional customer engagement with digital transformation.

The literature on marketing transformation in developing economies reveals that the adoption of digital technologies is uneven and often constrained by structural factors. Wierenga and Aithal argue that while marketing theory in developed nations increasingly integrates AI and big data analytics, the institutional and infrastructural readiness in developing economies remains limited [17]. Digital transformation requires not only technological investment but also new skills, cultural change, and supportive policy frameworks. In the absence of these, businesses struggle to move beyond Marketing 2.0 or 3.0.

Uzbekistan presents a compelling case for understanding this dynamic. After gaining independence in 1991, Uzbekistan inherited a centrally planned economy characterized by production-driven industries typical of Marketing 1.0. During this period, most enterprises were focused on manufacturing and supply efficiency rather than consumer satisfaction [18]. As the country began transitioning toward a market economy in the 2000s, Marketing 2.0 principles—such as customer segmentation, branding, and advertising—became more relevant. Private enterprises and foreign companies introduced competitive practices, leading to the professionalization of marketing education and research [19].

The emergence of Marketing 3.0 in Uzbekistan coincided with greater internet penetration, globalization, and social change. Local consumers became more aware of global standards, sustainability issues, and social values. Domestic companies began adopting CSR initiatives, sponsoring cultural events, and emphasizing ethical brand identities [20]. However, the pace of transformation accelerated with the government’s “Digital Uzbekistan 2030” strategy, which promoted digitalization across all sectors of the economy [21]. This policy shift created the foundation for Marketing 4.0, encouraging firms to adopt digital platforms, social media advertising, and online marketplaces.

Companies such as Artel Electronics, UzAuto Motors, Beeline Uzbekistan, and UZUM Marketplace became pioneers in digital marketing practices. These firms integrated CRM systems, automated communication tools, and social analytics into their strategies, reflecting a transition toward technology-driven decision-making. Nonetheless, the move toward Marketing 5.0 remains partial. Mamatov notes that while large corporations are experimenting with automation and data analytics, small and medium enterprises (SMEs) still rely heavily on traditional marketing techniques such as personal relationships, local promotions, and direct sales [22].

The literature identifies several obstacles to the adoption of Marketing 5.0 in Uzbekistan. First, technological infrastructure remains inconsistent, especially outside major urban centers. Second, there is a shortage of qualified specialists in AI, data analytics, and digital marketing. Third, many firms lack financial resources to invest in advanced technologies or professional training. Fourth, cultural and organizational barriers persist, as many managers remain cautious about innovation and prefer traditional methods of marketing communication [23]. Moreover, despite the growing importance of digital platforms, linguistic and cultural factors limit the effectiveness of automated tools, since many AI-based systems are

optimized for English rather than Uzbek or Russian.

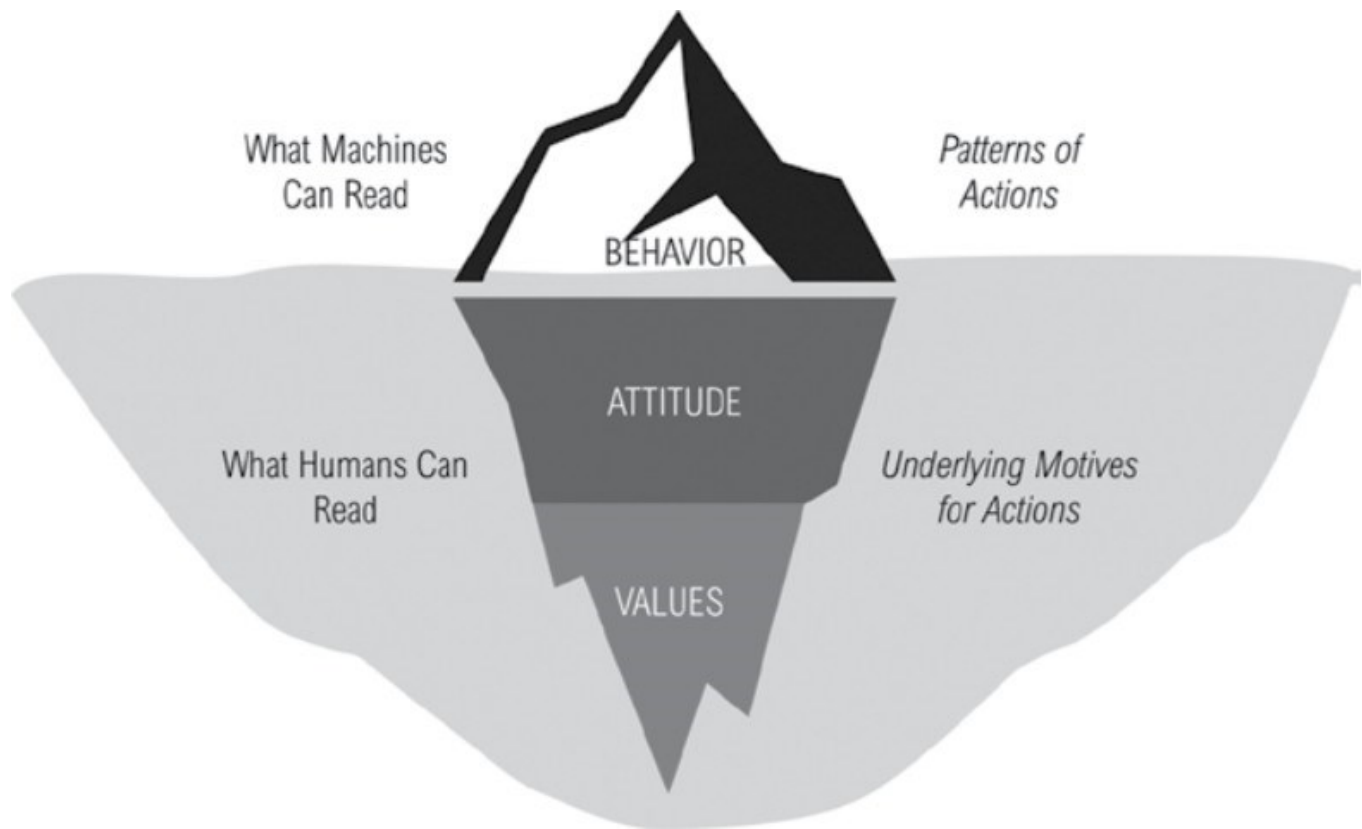


Figure 2. How Humans Add Value to Tech-Driven Marketing

These challenges mirror those seen in other developing economies, where businesses face the dilemma of balancing technological efficiency with cultural authenticity. In Uzbekistan, relational trust and interpersonal interaction play a vital role in consumer decision-making. Fully automating these processes may undermine the human connection central to the country's marketing culture. Therefore, adopting Marketing 5.0 in Uzbekistan requires a context-sensitive approach that combines technological innovation with cultural empathy.

In summary, the evolution of marketing from 1.0 to 5.0 reflects not only changes in technology but also shifts in philosophy and societal values. While developed economies have largely embraced the integration of AI and automation, transitional economies like Uzbekistan are still navigating the earlier stages of digital maturity. Existing research on Uzbekistan highlights progress in adopting Marketing 4.0 practices but also reveals persistent barriers to achieving full technological transformation. There remains a significant gap in localized research exploring how businesses interpret and apply Marketing 5.0 principles within the country's socio-economic and cultural context. The current study aims to fill this gap by providing a qualitative analysis of how Uzbek enterprises adapt to technological transformation, the challenges they face in implementing advanced marketing systems, and the extent to which human-centric approaches remain relevant in the digital age.

Marketing Stage	Core Concept	Key Global Scholars & Sources	Main Technological or Strategic Focus	Application/Findings in Uzbekistan	Key Challenges
Marketing 1.0	Product-driven; focus on production efficiency and mass distribution.	Kotler (1967); Levitt (1980)	Industrialization, mass production, standardized goods.	Dominant during early independence; state-controlled economy emphasized output and logistics over consumer needs (Akbarov, 2022).	Lack of market orientation; minimal consumer research; low competition.
Marketing 2.0	Customer-oriented; emphasis on market segmentation and branding.	Kotler (1980); McCarthy (1964); Booms & Bitner (1981)	Introduction of the "4 Ps"; customer relationship building; market segmentation.	Emerged with privatization and foreign investment; local firms began brand differentiation and consumer research (Mahmudov & Ergashev, 2021).	Limited access to modern marketing tools; lack of skilled professionals.
Marketing 3.0	Human-centric; marketing aligned with	Kotler, Kartajaya & Setiawan	CSR, sustainability, ethics, emotional branding.	Gained relevance with globalization and growing social consciousness; firms	Weak CSR regulation; limited public awareness;

	values and CSR.	(2010); Aithal & Aithal (2019)		introduced CSR projects (Zohidova, 2023).	inconsistent implementation.
Marketing 4.0	Digital and connected marketing; online–offline integration.	Kotler, Kartajaya & Setiawan (2017); Hassan et al. (2015)	Digital transformation, social media, customer journey, omnichannel communication.	Expanded rapidly after 2015; supported by “Digital Uzbekistan 2030” strategy; adoption by Artel, UzAuto Motors, Beeline, and UZUM.	Uneven digital infrastructure; lack of analytical capability in SMEs.
Marketing 5.0	Technology for humanity; AI- and data-driven marketing with empathy.	Kotler, Kartajaya & Setiawan (2021); Rust (2020); Sheth (2021); Wierenga (2021)	Artificial intelligence, automation, predictive analytics, big data, personalization.	Early adoption among large corporations; slow among SMEs due to cost and expertise barriers (Mamatov, 2023).	Limited digital literacy; high investment cost; cultural preference for personal contact; data privacy concerns.

Table 1. Summary of Literature on the Evolution of Marketing 1.0–5.0 and Its Application in Uzbekistan

Method

This study employs a qualitative research methodology to explore the evolution of marketing from 1.0 to 5.0 in Uzbekistan, emphasizing business transformation and the difficulties associated with adopting modern marketing technologies. The chosen methodology aligns with the interpretivist research philosophy, which recognizes that marketing practices, perceptions, and behaviors are shaped by social, cultural, and organizational contexts rather than objective, quantifiable variables. The interpretivist approach allows for an in-depth understanding of how marketing professionals, business leaders, and organizations in Uzbekistan interpret and experience the ongoing transformation of marketing practices in a rapidly digitalizing economy [24].

The research adopts a multiple case study design, which is appropriate for analyzing complex phenomena within real-life contexts. The case study method allows the researcher to examine how different organizations adapt to changing marketing paradigms, technological innovations, and consumer expectations. This design provides both within-case insights and cross-case comparisons, contributing to a more holistic understanding of how marketing is evolving across diverse business environments in Uzbekistan [27]. The selected cases include large corporations and small- to medium-sized enterprises (SMEs) operating in various sectors such as manufacturing, telecommunications, retail, and digital commerce. Specifically, the study focuses on five representative organizations: Artel Electronics, UzAuto Motors, Beeline Uzbekistan (VEON Group), UZUM Marketplace, and a medium-sized textile manufacturer. These companies were chosen because they illustrate different stages of marketing evolution—from traditional marketing (1.0–2.0) to digital marketing integration (4.0–5.0)—and highlight variations in resource availability, technological capacity, and strategic orientation.

The purpose of this study is to understand how these organizations navigate the transformation from product-driven to technology-enabled, human-centric marketing systems, and to identify the obstacles and enablers in their digital transition. The research aims to answer several key questions: How have marketing practices evolved among Uzbek businesses since independence? What organizational, technological, and cultural barriers hinder the adoption of Marketing 5.0 principles? How do managers and marketers perceive the effects of digital transformation on customer engagement and business performance? And finally, what strategies can help bridge the gap between traditional marketing models and advanced, technology-driven approaches in the Uzbek context?

The study utilizes a purposive sampling strategy to select organizations that are “information-rich” and provide meaningful insights into the topic of inquiry. Purposive sampling ensures that the cases selected are relevant, diverse, and capable of providing detailed perspectives on the phenomenon being studied [26]. In this research, large firms like Artel and Beeline represent advanced adopters of digital marketing, while SMEs such as the textile company offer insights into the constraints faced by smaller enterprises. This balance between large and small organizations allows for a comparative perspective, revealing how company size, technological readiness, and managerial orientation influence the evolution of marketing practices.

Data collection was conducted through triangulation, incorporating three qualitative methods: semi-structured interviews, document analysis, and limited observation. Semi-structured interviews were carried out with twenty participants, including marketing managers, digital transformation officers, and senior executives from the selected organizations. Each interview lasted between 45 to 60 minutes and was conducted in the language preferred by the participant—Uzbek, Russian, or English. The interview questions explored themes such as technological adaptation, customer relationship management, marketing innovation, and digital transformation strategies. Document analysis was conducted using company reports, strategic plans, and national policy documents such as the “Digital Uzbekistan 2030” program to understand the institutional and policy context influencing marketing modernization. Observation, where possible, allowed the researcher to witness marketing operations, campaign planning sessions, and consumer interaction practices in real time. These three methods complement each other, ensuring depth, credibility, and contextual richness in the collected data.

The qualitative data were analyzed using thematic analysis, as outlined by Braun and Clarke [24]. This analytical method

involves identifying, analyzing, and interpreting patterns or themes within the data. The process began with familiarization through transcription and repeated reading of the data, followed by coding based on key concepts emerging from the interviews and documents. Codes were then grouped into broader themes such as “digital readiness,” “organizational inertia,” “technological empathy,” and “consumer adaptation.” These themes were refined through continuous comparison across cases to ensure coherence and relevance to the research objectives. NVivo software (version 12) was used to manage and organize the data, making it easier to visualize relationships between themes and derive meaningful interpretations.

Ensuring validity and reliability in qualitative research requires methodological rigor and transparency. This study enhances credibility through triangulation of data sources and methods. Member checking was employed by sharing interview transcripts with participants for confirmation and accuracy. To promote transferability, detailed contextual descriptions of the organizations and their marketing environments were provided, allowing other researchers to assess the applicability of the findings to similar contexts. Dependability and confirmability were ensured by maintaining an audit trail that documented key methodological decisions, coding strategies, and analytical reflections throughout the research process [25].

Ethical considerations were central to this research. Participation in interviews was entirely voluntary, and informed consent was obtained prior to data collection. Confidentiality and anonymity were maintained, with pseudonyms used for participants and, where required, for companies that requested non-disclosure of sensitive information. Data were stored securely and used solely for academic purposes. The researcher also adhered to ethical guidelines relevant to cultural and organizational sensitivity, recognizing hierarchical structures and communication norms prevalent in Uzbekistan’s business culture.

Despite the study’s methodological strengths, certain limitations must be acknowledged. The qualitative nature of the research means that findings are context-specific and cannot be generalized statistically to all Uzbek businesses. Access to high-level executives and confidential data was occasionally restricted, and the limited number of SMEs studied may not fully capture the diversity of smaller enterprises in the country. However, the use of multiple cases, data triangulation, and cross-sectoral comparisons mitigates these limitations, ensuring analytical robustness and practical relevance [27].

In summary, this study employs an interpretivist, qualitative, multiple-case approach to examine the evolution of marketing practices in Uzbekistan from Marketing 1.0 to 5.0. The methodology is designed to capture both macro-level trends—such as policy shifts, digital transformation, and socio-economic change—and micro-level experiences of organizations adapting to technological disruption. Through this approach, the study seeks to generate an in-depth understanding of how marketing is being redefined in Uzbekistan, how businesses are responding to digital transformation, and what barriers and opportunities exist in achieving a human-centric marketing model that integrates technology and empathy. This methodological framework provides a strong foundation for the analysis and discussion of results presented in the subsequent chapter.

Results and Discussion

This study analyzes how Uzbek businesses have evolved from traditional marketing models toward the technology-enabled, human-centered philosophy of Marketing 5.0. Based on qualitative data from five case studies—Artel Electronics, UzAuto Motors, Beeline Uzbekistan, UZUM Marketplace, and a mid-sized textile manufacturer—the results reveal that marketing transformation in Uzbekistan is progressing, yet uneven across sectors and company sizes.

The first finding concerns the general understanding of marketing evolution. Large corporations such as Artel and Beeline recognize the transition from production-oriented to customer-centric and technology-driven marketing. Managers at these firms describe a shift in focus from “what we produce” to “what customers experience.” This reflects Kotler et al.’s concept of Marketing 4.0 and 5.0, which integrates digital precision with human empathy [28]. In contrast, smaller firms and traditional industries remain rooted in Marketing 2.0 or 3.0 stages, equating marketing mostly with sales and advertising rather than strategy and consumer insight. The textile SME, for instance, relies primarily on trade fairs and word-of-mouth marketing, showing limited use of digital tools. This indicates that while knowledge of modern marketing exists in Uzbekistan, implementation varies significantly depending on organizational capacity and resources.

The second finding highlights technological adoption. Beeline Uzbekistan and UZUM Marketplace have embraced data-driven marketing, automation, and personalized communication through digital channels. Beeline uses artificial intelligence and analytics to tailor promotions, while UZUM integrates e-commerce data to enhance user experience. Artel employs a hybrid model—combining digital engagement with traditional outreach—to reach both urban and rural consumers. UzAuto Motors has started using social media marketing but remains largely conventional. Smaller enterprises struggle with limited budgets, digital infrastructure, and expertise. This uneven progress supports previous observations by the Asian Development Bank, emphasizing the gap between large corporations and SMEs in adopting advanced marketing technologies [29].

Organizational culture also plays a crucial role. Many firms in Uzbekistan retain hierarchical management structures that restrict innovation and collaboration between departments. Artel and Beeline, however, have begun transitioning to more flexible models that integrate marketing, IT, and customer experience teams. This cultural shift enables faster decision-making and more customer-oriented campaigns. By contrast, UzAuto Motors and the textile SME still operate under rigid managerial systems, where marketing serves a supportive rather than strategic function. These differences suggest that technological adoption must be accompanied by cultural and structural change to be effective.

Consumer behavior is another driver of marketing transformation. Urban and younger consumers in Uzbekistan are increasingly digital, using mobile applications and social media for shopping and brand engagement. Companies like Beeline

and UZUM have successfully tapped into these segments through interactive campaigns, influencer marketing, and digital loyalty programs. However, a significant part of the population—particularly in rural regions—continues to rely on television, radio, and in-person interactions. Artel balances these groups by maintaining traditional media alongside digital communication. This coexistence of modern and conventional marketing reflects the hybrid nature of Uzbekistan's developing consumer market.

Despite progress, several challenges limit the full implementation of Marketing 5.0 principles. Technological barriers such as poor connectivity and lack of analytics infrastructure remain common, particularly for SMEs. Financial constraints, limited training opportunities, and regulatory uncertainty regarding e-commerce and data use also hinder innovation. Moreover, resistance to change persists among managers unfamiliar with digital systems. As one textile company manager noted, "Technology requires a new mindset, and that is the hardest part." These challenges illustrate that marketing evolution is not only technological but also human and institutional.

Nevertheless, the overall trajectory is positive. National programs like Digital Uzbekistan 2030 promote digital literacy, infrastructure, and entrepreneurship. Universities are gradually adding digital marketing courses, while partnerships with international firms bring in global expertise. Companies like Artel, Beeline, and UZUM exemplify how combining local knowledge with advanced marketing tools can create competitive advantages. Their practices show that the future of marketing in Uzbekistan lies in balancing data-driven efficiency with empathy and cultural relevance—a central principle of Marketing 5.0 [28].

In summary, the analysis indicates that marketing evolution in Uzbekistan follows a differentiated yet forward-moving path. While large, digitally mature companies have advanced toward Marketing 4.0 and 5.0, many small and traditional firms remain at transitional stages. Success in this transformation depends on leadership vision, organizational flexibility, and technological readiness. Achieving full integration of Marketing 5.0 will require coordinated efforts from businesses, educators, and policymakers to close digital and cultural gaps. Ultimately, marketing in Uzbekistan is not simply adopting global trends but developing a localized model that aligns technology with human connection in a rapidly modernizing economy.

Conclusion

This study examined the evolution of marketing in Uzbekistan through the framework of Marketing 1.0 to 5.0, focusing on how businesses are transforming and what challenges they face in adopting marketing technologies. The findings show that marketing practices in Uzbekistan are evolving from production- and product-oriented approaches toward more digital, customer-centered models. However, this transformation remains uneven across industries and company sizes.

Large corporations such as Artel Electronics, Beeline Uzbekistan, and UZUM Marketplace have successfully implemented advanced digital strategies, using analytics, automation, and artificial intelligence to enhance customer engagement. Their progress reflects the principles of Marketing 5.0, where technology and empathy work together to create value. In contrast, small and medium-sized enterprises continue to rely on traditional methods, limited by financial, infrastructural, and educational constraints.

The research also indicates that marketing evolution is not solely technological—it requires organizational and cultural change. Firms that encourage collaboration between marketing, IT, and management departments adapt faster to digital trends, while rigid hierarchies and outdated leadership styles slow innovation. Consumer behavior, particularly among younger and urban populations, is accelerating digital adoption, prompting businesses to balance online engagement with traditional communication methods.

Despite challenges such as insufficient digital infrastructure, limited technical expertise, and regulatory uncertainty, Uzbekistan's marketing sector is progressing. Initiatives like Digital Uzbekistan 2030 and the growing integration of digital education provide an optimistic outlook for the near future.

In summary, Uzbekistan's marketing transformation is an ongoing process defined by gradual modernization and local adaptation. While the journey toward full Marketing 5.0 adoption continues, companies that integrate technological tools with human-centered strategies are emerging as leaders. The country's marketing evolution thus reflects both its digital ambitions and its broader economic development toward a more innovative and customer-oriented future.

References

1. P. Kotler, H. Kartajaya, and I. Setiawan, *Marketing 5.0: Technology for Humanity*. Hoboken, NJ, USA: John Wiley & Sons, 2021. [Online]. Available: <https://dev.store.wiley.com/en-us/Marketing%2B5.0%3A%2BTechnology%2Bfor%2BHumanity-p-00059318>
2. R. T. Rust, "The Future of Marketing," *International Journal of Research in Marketing*, vol. 37, no. 1, pp. 15–26, 2020. [Online]. Available: <https://doi.org/10.1016/j.ijresmar.2019.08.002>
3. A. Aithal, "Evolution of Marketing Theories and Their Relevance in Modern Business Environment," *International Journal of Applied and Advanced Scientific Research*, vol. 5, no. 1, pp. 1–15, 2020. [Online]. Available: <https://doi.org/10.5281/zenodo.3632288>
4. M. Akbarov, "Digital Marketing Transformation in Uzbekistan: Trends and Challenges," *Journal of Central Asian Business Studies*, vol. 3, no. 2, pp. 45–58, 2022.
5. J. N. Sheth and C. H. Kellstadt, "Next Frontiers of Research in Data-Driven Marketing: Will Techniques Keep Up with the [ISSN 2714-7444 \(online\)](https://doi.org/10.21070/acopen.10.2025.12770), <https://acopen.umsida.ac.id>, published by [Universitas Muhammadiyah Sidoarjo](https://doi.org/10.21070/acopen.10.2025.12770)

- Data Tsunami?," Journal of Business Research, vol. 125, pp. 780–784, 2021. [Online]. Available: <https://doi.org/10.1016/j.jbusres.2020.04.050>
6. T. Levitt, "Marketing Success Through Differentiation—Of Anything," Harvard Business Review, vol. 58, no. 1, pp. 83–91, 1980.
 7. P. Kotler, Principles of Marketing. Englewood Cliffs, NJ, USA: Prentice-Hall, 1980. [Online]. Available: <https://www.pkotler.org/books#:~:text=Philip%20Kotler%2C%20Marketing%20Management>
 8. E. J. McCarthy, Basic Marketing: A Managerial Approach. Homewood, IL, USA: Richard D. Irwin, 1964.
 9. P. Kotler, H. Kartajaya, and I. Setiawan, Marketing 3.0: From Products to Customers to the Human Spirit. Hoboken, NJ, USA: John Wiley & Sons, 2010. [Online]. Available: <https://doi.org/10.1002/9781118257883>
 10. P. S. Aithal, "Analysis of the Concept of Marketing 5.0: Technology for Humanity," International Journal of Management, Technology, and Social Sciences, vol. 4, no. 2, pp. 13–24, 2019.
 11. S. A. Hassan, S. Z. A. Nadzim, and N. Shiratuddin, "Strategic Use of Social Media for Small Business Based on the AIDA Model," Procedia - Social and Behavioral Sciences, vol. 172, pp. 262–269, 2015. [Online]. Available: <https://doi.org/10.1016/j.sbspro.2015.01.363>
 12. T. H. Davenport, A. Guha, D. Grewal, and T. Bressgott, "How Artificial Intelligence Will Change the Future of Marketing," Journal of the Academy of Marketing Science, vol. 48, no. 1, pp. 24–42, 2020. [Online]. Available: <https://doi.org/10.1007/s11747-019-00696-0>
 13. B. Wierenga, "Managerial Decision Making in Marketing: How AI and Analytics Are Reshaping the Discipline," Journal of Marketing Management, vol. 37, nos. 3–4, pp. 243–260, 2021.
 14. A. Mahmudov and I. Ergashev, "The Impact of Digitalization on Marketing Strategies of Uzbek Enterprises," Economics, Innovation and Technology, vol. 8, no. 3, pp. 56–70, 2021.
 15. D. Zohidova, "Marketing Transformation in Uzbekistan's Manufacturing Sector: The Influence of Technology and Consumer Behavior," TSUE Working Paper Series, vol. 2, no. 1, pp. 1–18, 2023.
 16. Government of Uzbekistan, Digital Uzbekistan 2030 Strategy. Tashkent, Uzbekistan: Ministry for Development of Information Technologies and Communications, 2020. [Online]. Available: https://gov.uz/en/pages/2030_strategy
 17. R. Mamatov, "Barriers to Marketing Technology Adoption Among Uzbek SMEs," Tashkent Economic Review, vol. 12, no. 1, pp. 22–36, 2023.
 18. B. Rakhimov, "Digital Marketing Transformation and Innovation Capacity in Central Asia," Regional Development Journal, vol. 6, no. 2, pp. 78–90, 2022.
 19. V. Braun and V. Clarke, "Using Thematic Analysis in Psychology," Qualitative Research in Psychology, vol. 3, no. 2, pp. 77–101, 2006. [Online]. Available: <https://scholar.google.com/citations?user=otoYzF8AAAAJ&hl=en>
 20. J. W. Creswell and C. N. Poth, Qualitative Inquiry and Research Design: Choosing Among Five Approaches, 4th ed. London, UK: SAGE Publications, 2018.
 21. M. Q. Patton, Qualitative Research & Evaluation Methods, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2015.
 22. R. K. Yin, Case Study Research and Applications: Design and Methods, 6th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
 23. Asian Development Bank (ADB), Digital Transformation in Central Asia: Opportunities and Challenges. Manila, Philippines: ADB Publications, 2022.
 24. V. Braun and V. Clarke, "Using Thematic Analysis in Psychology," Qualitative Research in Psychology, vol. 3, no. 2, pp. 77–101, 2006. [Online]. Available: <https://doi.org/10.1191/1478088706qp0630a>
 25. J. W. Creswell and C. N. Poth, Qualitative Inquiry and Research Design: Choosing Among Five Approaches, 4th ed. London, UK: SAGE Publications, 2018.
 26. M. Q. Patton, Qualitative Research & Evaluation Methods, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2015.
 27. R. K. Yin, Case Study Research and Applications: Design and Methods, 6th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
 28. P. Kotler, H. Kartajaya, and I. Setiawan, Marketing 5.0: Technology for Humanity. Hoboken, NJ, USA: John Wiley & Sons, 2021. [Online]. Available: <https://dev.store.wiley.com/en-us/Marketing%2B5.0%3A%2BTechnology%2Bfor%2BHumanity-p-00059318>
 29. Asian Development Bank (ADB), Digital Transformation in Central Asia: Opportunities and Challenges. Manila, Philippines: ADB Publications, 2022. [Online]. Available: <https://www.adb.org/publications/digital-transformation-central-asia>

30. V. Braun and V. Clarke, "Using Thematic Analysis in Psychology," *Qualitative Research in Psychology*, vol. 3, no. 2, pp. 77–101, 2006. [Online]. Available: <https://scholar.google.com/citations?user=otoYzF8AAAAJ&hl=en>
31. J. W. Creswell and C. N. Poth, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 4th ed. London, U.K.: SAGE Publications, 2018.
32. M. Q. Patton, *Qualitative Research & Evaluation Methods*, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2015.
33. R. K. Yin, *Case Study Research and Applications: Design and Methods*, 6th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
34. Asian Development Bank (ADB), *Digital Transformation in Central Asia: Opportunities and Challenges*. Manila, Philippines: ADB Publications, 2022.
35. V. Braun and V. Clarke, "Using Thematic Analysis in Psychology," *Qualitative Research in Psychology*, vol. 3, no. 2, pp. 77–101, 2006. [Online]. Available: <https://doi.org/10.1191/1478088706qp0630a>
36. J. W. Creswell and C. N. Poth, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 4th ed. London, U.K.: SAGE Publications, 2018.
37. M. Q. Patton, *Qualitative Research & Evaluation Methods*, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2015.
38. R. K. Yin, *Case Study Research and Applications: Design and Methods*, 6th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
39. P. Kotler, H. Kartajaya, and I. Setiawan, *Marketing 5.0: Technology for Humanity*. Hoboken, NJ, USA: Wiley, 2021. [Online]. Available: <https://dev.store.wiley.com/en-us/Marketing%2B5.0%3A%2BTechnology%2Bfor%2BHumanity-p-00059318>
40. Asian Development Bank (ADB), *Digital Transformation in Central Asia: Opportunities and Challenges*. Manila, Philippines: ADB Publications, 2022. [Online]. Available: <https://www.adb.org/publications/digital-transformation-central-asia>