

GUNADARMA UNIVERSITY
JAKARTA, INDONESIA

MUMINOVA GULMIRA BAKHODIROVNA

**USING INNOVATIVE MARKETING STRATEGIES IN
THE DEVELOPMENT OF THE MARKET OF
INFORMATION AND COMMUNICATION SERVICES**

MONOGRAPH



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In this monograph theoretical and methodological foundations of developing innovative marketing strategies in promoting information and communication services are discussed. In this accordance, recent market trends on implementing innovative approaches in the marketing of information and communication services are analyzed.

Furthermore, the current research has studied the leading global experience of developed economies on the application of innovative marketing strategies, as well as the formation of the national market of information and communication services, and potential opportunities of implementing innovative marketing strategies in improving information and communication services market of the Republic of Uzbekistan.

The study provided conceptual analysis of the national information and communication services market, as well as proposed innovative marketing approaches in accordance with the priority socio-economic development directions of the country. Subsequently, potential ways of increasing the efficiency of innovative marketing strategies in the market of information and communication services, as well as the provision of these findings in the development of methodological approaches to improve the marketing activities of the national companies providing electronic services are identified.

The findings of the research discussed in the monograph and recommendations can be widely applied in extending the academic knowledge of innovative marketing applications by researchers, graduate students of the higher educational institutions, and practitioners who are interested in this field.

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ABBREVIATIONS

AI - Artificial Intelligence

CM – Content Marketing

CPC - The Central Product Classification

CRM – Customer Relationship Management

EBOPS - Extended Balance of Payments Services

e-WOM – Electronic Word of Mouth

GDP - Gross Domestic Product

GNP - Gross National Product

ICS – Information and Communication Services

ICT - Information and Communication Technologies

IoT – Internet of Things

ISIC - International Standard Industrial Classification of the United Nations

MSITS - Manual on Statistics of International Trade in Services

NFC - Near Field Communication

OECD - The Organisation for Economic Co-operation and Development

SEO - Search Engine Optimization

SMM - Social Media Marketing

UGC – User Generated Content

VR – Virtual Reality

WTO – World Trade Organisation

WOM – Word of Mouth

INTRODUCTION

The rapid development of information and communication technologies (ICT) in a global economy that have resulted in the development of such innovations like computers, mobile phones and web technologies have fundamentally upgraded the services sector. As a result, the value production in the context of the gross national product (GNP) has in relative terms substantially moved from the agricultural sector and from the goods production sector to the services sector. Consequently, the digital transformation of organizational and economic principles of management became as one of the key factors of the global economic growth. The share of digital economy in the GDP of developed countries in 2010 was 1.2 percent, while this number have reached 5.5 percent in 2018¹. The share of digital economy in GDP of developing countries have increased from 3.6% to 4.9% in 2017.

The global research in the field of science and technology, systematic reforms undertaken by governments, recent technological reforms in the global business environment, constantly changing consumer needs and interests that influence their behavior in the large transnational companies, consistently increasing influence of content led by the democratization of information exchange, along with many other directions in building a digital society creates enormous opportunities to implement marketing activities into businesses. According to the views of international experts, traditional marketing techniques are no longer effective in today's ever changing market needs². These issues underline the crucial role of undertaking systematic scientific research directed on revealing potential ways of implementing innovative technologies and methods of marketing in the global information and communication services market.

The government of Uzbekistan is undertaking continuous actions to progress the implementation of information and communication technologies into all sectors

¹Measuring the Information Society Report Volume 1. 2018. ITUPublications. Statistical reports. International Telecommunication Union. Place des Nations. CH-1211 Geneva Switzerland.

²OECD Information Technology Outlook, 2015.

of the society and the economy. In particular, the Address of the President of the Republic of Uzbekistan to the Oliy Majlis on December 28, 2018 further fulfills the efforts taken on extending the implementation of digital technologies into all sectors of the economy, and lays the basis for the development of the national concept of «Digital Uzbekistan - 2030». These measures are highlighted to increase the GDP of the country at least for 30 percent, and support the state actions in overcoming the corruption³. These tasks and objectives underlined in the Address of the President of the Republic of Uzbekistan, substantiates the relevance of the current scientific research on the use of innovative marketing strategies in the development of the information and communication services market of the country.

This scientific research aims to serve to a certain extent in achieving the goals set in the number of normative-legal acts, including the Decree of the President of the Republic of Uzbekistan No.5099 «About measures on radical improvement of conditions for development of Information Technologies in the Republic of Uzbekistan» from June 30, 2017, No.4947 «About the Strategy for Actions on further development of the Republic of Uzbekistan» from February 7, 2017, No.5349 «About measures on further improving the sector of Information Technologies and Communications» from February 19, 2018, and the Resolution of the President of the Republic of Uzbekistan No.3245 «About measures on further improving the system of project management in the field of Information and Communication Technologies» from August 29, 2017 and others.

The extensive volume of researches were dedicated to the scientific and practical issues of developing innovative marketing and implementation of digital technologies into the marketing strategies of businesses, including remarkable international works of Braun E., Brinker S., Collin R., Dinis A., Hsu Y., Lapidus L., Pullizi J., Weber R., Williams J., Chinn S., and others.⁴

³Ўзбекистон Республикаси Президенти Шавкат Мирзиёевнинг Олий Мажлисга Мурожаатномаси. 2018 йил 28 декабрь. – www.uza.uz

⁴ Braun, E. (2017, March 31). Content Marketing vs. Social Media Marketing: What's The Difference? Retrieved from www.marketingsolved.com: <https://www.marketingsolved.com/content-marketing-vs-social-media-marketing-whats-the-difference>; 15. Brinker, S. (2015, September 28). The 5 digital dynamics that are transforming marketing.

Russian scientists, including Halilov D., Markova V., Kuznecova S., Ogelova L., Golubkov E. and others⁵ have undertaken scientific researches in this field and made significant contributions on improving the use of innovative marketing strategies.

The issues related to the formation and development of marketing strategies in the services sector of the Republic have gained extensive attention of native scholars that includes the remarkable works of Bekmuradov A., Ahunova G., Boltabayev M., Jalolov J., Ivatov I., Soliyev A., Fattahov A., Qosimova M., Ergashxodjayeva Sh., Yusupov M., Begalov B., Musaliyev A. and many others⁶.

Although, substantial contributions are made by aforementioned scientists into the marketing field, their scientific outcomes do not take into account the peculiarities of using innovative marketing strategies in the development of the information and communication services market. Therefore, it is desirable to carry out researches to improve the efficiency and effectiveness of using innovative marketing strategies in the development of information and communication services market. Therefore, there is a crucial role and growing scientific need to develop the conceptual and methodological basis of the application of innovative

Retrieved November 28, 2017, from Marketing Technologist Blog: <http://chiefmartec.com/2015/09/5-digital-dynamics-transforming-marketing/>; Collin, R. (2016). Mobile Banking: Paying for the Perks. *BusinessNHmagazine.com*; 31. Dinis, A. (2006, January 1) Marketing and Innovation: Useful Tools for Competitiveness in Rural and Peripheral Areas. *European Planning Studies* (14); Hsu, Y. (2011). Design innovation and marketing strategy in successful product competition. *Journal of Business & Industrial Marketing*, 4.; Лapidус Л.В. (2016, Апрель), Краудсорсинг и краудфандинг: маркетинговое продвижение проектов, продуктов и услуг. *Вестник Финансового Университета*; Pulizi, J. (2016, July 1) Roundtable: Content Marketing. Retrieved from www.asne.org; Weber, R. (2010). Digital Trade in WTO Law - Taking Stock and Looking Ahead. *Asian Journal of WTO and International Health Law and Policy* (5); Williams, J., & Chinn, S. J. (2010). Meeting relationship-marketing goals through social media: A conceptual model for sport marketers. *International Journal of Sport Communication*.

⁵Crestodina, A. (2016). *Content Chemistry: The Illustrated Handbook for Content Marketing* (4 ed.). USA: Orbit Media Studios; Halilov, D. (2017). *Маркетинг в социальных сетях (Marketing in the social networks)*. Манн, Иванов, и Фербер; Маркова В.Д. *Маркетинг инноваций: учеб-метод. пособие/Новосибирский гос.ун-т. Новосибирск, 2011.*; Оголева Л.Н. (2004). *Инновационный менеджмент*. –М.: ИНФРА-М (ИНФРА-М.); Голубков Е.П., *Маркетинговые исследования, теория, методология и практика. Учебник.-3-изд., перераб. идоп.* -М.: Издательство «Фин-пресс», 2003.-496с; Kvint, V. (2016). *Strategy for the Global market: Theory and Practice Applications*. New York: Routledge: Taylor & Francis Group.

⁶Бекмуродов А.Ш. *Эффективность маркетинга средств производства. Автореф. дисс. док. экон. наук.* – Т. 1993; Ахундова Г.Н. *Таълим тизимида маркетинг ва уни такомиллаштириш йўллари. и.ф.д. илм. дар. Олиш учун дисс.* – Т., 2004; Болтабоев М.Р. *Тўқимачилик саноатида маркетинг стратегияси. Монография* – Т.: Фан, 2004.; Жалолов Ж. *Маркетинг.* - Т.: 1999. – 120 б.; Иватов И. *Ўзбекистон дехкон бозоридида маркетинг фаолияти ривожланишининг истикболлари. И.ф.д. илм. дар. Олиш учун дисс.* – Т., 2003; Солиев А. *Маркетинг.* – т.: «Молияваиктисод». 2009. – 395 б.; Фаттахов А.А. *Стратегия маркетинга в оптовой торговле и пути повышения ее эффективности. Монография.* -Т.: «Фан», 2005. 179 с.; Эргашходжаева Ш., Қосимова М. С., Юсупов М. *Marketing.* - Т.: ТДИУ, 2018. - 232 б.

techniques in the marketing of information and communication services within the context of national brands.

The purpose of the research is to develop proposals and recommendations on the use of innovative marketing strategies in the development of information and communication services market. Therefore, the following tasks of the research were identified:

the analysis of the global trends on implementing innovative marketing techniques within the market of information and communication services;

the study of the experience of the leading foreign countries on the use of innovative marketing strategies in the information and communication services market;

the study of the formation of the national market of information and communication services, and the analysis of the opportunities of implementing innovative marketing strategies in the services market of the Republic of Uzbekistan;

the review of conceptual approaches and effective innovative strategies in marketing focused on promoting information and communication services under the conditions of continuous technological progress;

the identification of potential ways of increasing the efficiency of implementing innovative marketing strategies in the market of information and communication services.

The scientific significance of the research results is described with the development of theoretical and methodological foundations directed on implementing innovative marketing strategies in the market of information and communication services, as well as the provision of these findings in the development of methodological approaches to improve the marketing activities of the national companies providing internet and mobile communication services within the Republic of Uzbekistan. The proposed digital marketing techniques are believed to serve in the development of marketing strategies and programs for the national companies. The research outcomes can be widely implemented in

improving the conceptual basis of the market by companies providing information and communication services, as well as in the development of economic improvement strategies and programs of the sector.

The practical significance of the research findings is described with the potential implementation of the proposed practical recommendations in the establishment of competitive innovative marketing strategies and the creation of the set of complex measures on their execution within the companies providing internet and mobile communication services, as well as, the potential integration of research findings in the formation of scientific-methodological resources focused on improving educational programs, textbooks and manuals within the subject areas of «Innovative Marketing», «Brand Management» and «Internet Marketing» at the higher education institutions.

CHAPTER I. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF DEVELOPING INNOVATIVE MARKETING STRATEGIES IN THE MARKET OF INFORMATION AND COMMUNICATION SERVICES

1.1. Conceptual basis of the notion of «Services» and «Information and Communication Services (ICS)» in the digital economy: Analysis of measurement classification regimes

The rapid development of information and communication technologies (ICT) in the global market, and its innovative applications have significantly influenced all sectors of the economy. The aftereffects of such intensive advancements of ICT can be summarized with these two broad outcomes – economic dimension and social dimension. The economic dimension of ICT is described with the computerization of most human tasks, that enabled businesses to significantly upgrade the traditional process of service delivery. In fact, the widespread application of ICT in the global market resulted in the following main aftereffects – creation of high-paying jobs, growth of productivity and GDP, rise of high growth companies, creation of new sectors and ways of doing business, increase of competitive advantage; and promotion of Innovation in all sectors of the economy (Atkinson & Stewart, 2013).

Concurrently, the social dimension of ICT can be recapped with the emergence of the new modes of human behavior and communication. These widespread developments in the ICT field have significantly upgraded the way people interact and communicate with each other. For instance, the emergence of social networking platforms (such as Facebook, Google+, Twitter, Instagram, YouTube and others), as well as the expanded power of content delivered through them, have significantly upgraded the power of consumers in the global market, no matter of the business size, maturity or expertise in the field. Pulizi (2016) defines this tendency with four key factors - *decrease in technological barriers; the rise of*

*amateur; the rise of online communities*⁷; and *the rapid expansion of content and its influence*⁸.

Indeed, digitalization⁹ of the economy incorporates the various forms of products and services emerged with the growth of the power and reach of ICT. Recent alterations in the global economy with the sharp improvement of ICT, demands the reassessment of the industry classification for the Internet platforms and Internet enabled services. More specifically, a vivid illustration of what is covered under the information and communication services; as well as clear adaptations on the classification of digital products and services should be reconsidered.

This concern ignited with the low productivity growth of advanced economies during the rapid technological progress in the world, that is argued to be a consequence of the digital economy mismeasurement in GDP. Subsequently, IMF describes these inaccuracies as a result of the lack of generally agreed definition of the digital economy (sector, products and transactions), that often results in a very narrow description of the concept «digital economy», considering it only as online platforms and its associated activities. In fact, all activities that involve digitized data are part of the digital economy¹⁰(Reinsdorf, Quiros, & STA Group, 2018).

To clarify, OECD suggests the approach of distinguishing digital transactions (digitally ordered, digitally delivered and platform-enabled) to identify the products and services of the digital sector (Reinsdorf, Quiros, & STA Group,

⁷A.C. Nielsen reports that Google received 154 million visitors per month with an average of one hour of online time, 118 million visitors (per month) of Facebook spent an average of 6.5 hours each on the site in 2011 (Close, 2012).

⁸(1) 61 percent of consumers feel better about a company that delivers customer content, and are more likely to repurchase (Content Council); (2) People spend more than 50 percent of their time online looking at content (A.C.Nielsen); (3) 70 percent of consumers prefer getting to know a company via articles rather than ads (Content +); (4) 90 percent of consumers find custom content useful, and 78 percent believe that organizations providing custom content are interested in building good relationships (CMO Council)(Pulizzi, 2016).

⁹ IMF defines the digitalization of the economic activity as “the incorporation of data and the Internet into production processes and products, new forms of household and government consumption, fixed-capital formation, cross-border flows, and finance”

¹⁰ For instance, according to Oostrom et al. (2016), businesses in Netherlands with an online presence constituted for 87 percent of turnover, and 86 percent of employment in the business segment in 2015. However, if to narrow the definition of digital economy to online stores and internet related ICT services, the indicators fall down to 7.7 percent and 4.4 percent respectively.

2018) (see Annex 1). Despite the fact that the significance of digital trade is growing, the proposed general framework by OECD lacks to describe the data sources and methods for innovative business models, such as Facebook, Uber, Airbnb and others.

These and other further concerns highlight the crucial need to develop updated, improved and internationally agreed descriptions, classifications and measurement methods of the elements of digital economy. The research will not further discuss the challenges and consequences of the lack of reliable conceptual and measurement framework of the components of modern digital economy¹¹. Instead, the existing classifications and measurement regimes will be reviewed with the aim to provide a conceptual guideline for the current work. The proposed definition and classification of the concept «Information and communication services» do not claim to replace any of the current international classification frameworks, but rather is developed with the aim to identify the national services covered under this description, and serve as a fundamental guideline for the research.

Conceptualizing «services»: The concept «service» is very abstract and is subject to different interpretations. GATS does not outline the notion «services “due to the shortage of an agreement during the negotiations. At the same time, the WTO Appellate Body has not defined «services» in abstract meaning yet; instead, it has taken a pragmatic approach showing which sector was influenced on a case-by-case basis(Weber & Mira, 2013).

Since the abstract criteria, for example the immateriality, the intangibility, and the invisibility can only be considered of constituting open guidelines, the GATT Secretariat has presented in 1991, during the course of negotiations on the GATS, «Services Sectoral Classification List» (W/120 List) which followed the «Provisional Central Product Classification» of the United Nations (CPC). This W/120 List is used as a guide for the classification of services by most of the WTO

¹¹The IMF plans to present a draft handbook on measuring digital trade in late 2018 (Reinsdorf, Quiros, & STA Group, 2018).

Members, since the W/120 List encompasses a large number of manifold services and has thereby facilitated negotiations(Weber & Mira, 2013).

In most instances, goods may be differentiated from services effortlessly. One exception deals with digital products, being products which can be kept as data, for instance, texts, computer programs, music or movies. Principally, the user is not in fact concerned about the physical data carrier (e.g. CD/DVD/USB), but in the data it contains(Weber R. , 2010). Subsequently, the trend appears to follow the direction of breaking digital products into classes, such as information and communications services.

More specifically, services offered through e-commerce, which have not been in practice legitimate during the negotiations of the Uruguay Round (Internet traffic and World Wide Web were only being used from mid-nineties onwards) have nevertheless not discovered a suitable place in the WTO legal framework. In May 1998, during the Geneva Ministerial Conference the WTO Members accepted the Declaration on E-commerce and (based on a Background Note of the WTO Secretariat), the General Council issued a Work Program on Electronic Commerce in Fall of the year 1998(Weber & Mira, 2013). Consequently, the negotiations instigated some progress and stressed many different spheres like goods, services and intellectual property, having been deeply influenced by the current Internet-enabled trade. Therefore, these are considered to be the fundamental issues that are present in the discovery of solutions for classifying modern IT, telecommunications and audiovisual services. Albeit, these segments of market are dramatically increasing and improving in the provision of IT products and services, not much consideration is paid to enhance the classification problems.

Measurement classification regimes of services sector: Even though, the classifications, which were created by the WTO constructed the landmark for the discussions of any classifications, it could not be overrated that owing to their original date, the fast and continuing technological enhancements since the Uruguay Round (1986-1994) and the shortage of significant amendments in the WTO regime ever since, more current classifications of other organizations are

introduced and are made use of in international trade negotiations. The following paragraphs aim to review these classification regimes (see Table 1.1.1).

Table 1.1.1.

Comparative analysis of services sector measurement classification regimes.¹²

CLASSIFICATION REGIMES	GENERAL DESCRIPTION AND LATEST UPDATES	LIMITATIONS
W/120	<ul style="list-style-type: none"> ✓ Complete listing of services sectors and sub-sectors covered under GATS. 	<ul style="list-style-type: none"> ✓ Services offered through Internet were not legitimate during the negotiations of the Uruguay Round (1986-1994), and there is a shortage of significant amendments in the WTO regime ever since.
The Central Product Classification (CPC)	<ul style="list-style-type: none"> ✓ Based on physical features of products or on the origin of the provided services; ✓ Significant improvements made to keep up with technological progress (particularly telecommunications and internet services list has been extended). 	<ul style="list-style-type: none"> ✓ Although telecommunications and internet services list have been improved, the services enabled through internet platforms (such as Airbnb), and media sectors have not been considered.
International Standard Industrial Classification (ISIC) of the United Nations	<ul style="list-style-type: none"> ✓ Defines Information and Communications Technology (ICT) sector, as well as Content and Media Sectors. 	<ul style="list-style-type: none"> ✓ The services provided through the internet platforms have not been included (such as Airbnb).
The Joint OECD – Eurostat Trade in Services Classification	<ul style="list-style-type: none"> ✓ Close link to the fifth edition BPM; ✓ Covers all service transactions made between residents and non-residents. 	<ul style="list-style-type: none"> ✓ The innovative services provided in the digital economy have not been reviewed.
Manual on Statistics of International Trade in Services (MSITS)	<ul style="list-style-type: none"> ✓ Widely implemented to measure international negotiations on trade in services; ✓ Observing enhancements in the market of international services; ✓ A thorough classification of services distributed via traditional trade between residents and non- 	<ul style="list-style-type: none"> ✓ Distinguishes only among telecommunications, computer and information services; ✓ Digital transactions have been considered.

¹²Developed by author; Data received from Weber & Mira, 2013.

	residents; ✓ The classification of Extended Balance of Payments (EBOPS) and existing frameworks for statistics has been revised.	
Extended Balance of Payments offerings (EBOPS)	✓ Close to IMF's BPM5 classification of trade in services; ✓ Describes electronic services through dividing into two wide sectors (Communication services; Computer and Information services).	✓ Does not include complete list of services provided through the Internet platforms, digital products/services.
Nations International Standard Industrial Classification (ISIC)	✓ Standardized internationally to classify productive economic activities; ✓ Allows entities to be classified according to the activity they perform.	✓ Online platforms (Google, Facebook) and their products are incomplete, as well as platform-enabled services are not included (Airbnb).

W/120: The services sectoral category list (W/120) is a complete listing of services sectors and sub-sectors covered under GATS. It was assembled by the WTO in July 1991 and its aim was to moderate the Uruguay Round negotiations, safeguarding cross country similarity and consistency of the dedications guarantee. The 160 sub-sectors are illustrated a grand total of the more thorough categories incorporated in the United Nations Provisional Central Product Classification (CPC). Based on the CPC the W/120 contains a diminished variant of it, giving a less understandable demonstration of sectors and sub-sectors(Weber & Mira, 2013).

The Central Product Classification (CPC Version 1.1, 2002): CPC is, in fact, a categorization which is based on the physical features of products or on the origin of the provided services. Every sort of product or service differentiated in the CPC is described as an avenue that is usually created by solely one activity as clarified in International Standard Industry Classification of all Economic Activities (ISIC). The CPC deals with goods that are an outcome of the activities in the field of Economy, which contains transportable goods, non-transportable products and services.

Supplying a framework for the international comparison of statistics relating to goods is, in fact, the primary objective of the CPC. Besides, it serves as a guide for developing or revising existing classification schemes of products in order to make them compatible with international standards.

The renewal to CPC 1.1 has concentrated largely on improving the structure and detailed scrutiny of certain sections of CPC 1.0. The updates to the set of CPC for 2002 also deal with telecommunications. A restructuring and ongoing scrutiny of groups 841 and 842 under division 84 were introduced along with the fast technological changes and appearing needs in products and services in telecommunications. CPC 1.1 provides a more detailed structure by type of telecommunications service. More specifically, these updates include carrier services, fixed telephone services, mobile telecommunications services and program distribution services. A more elaborate breakdown and detailed study of Internet related services under group 842 have also been enhanced.

CPC 2.0 (CPC Version 2) being the most recent revision (completed on 31 December 2008) of the international unity of economic and social classifications contains a detailed classification of all products and services and is the standard for all goods that are an outcome of an economic activity.

The Joint OECD - Eurostat Trade in Services Classification (OECD): OECD has a close link to the fifth edition BPM (BPM5). It can be featured as a disaggregation of the BPM 5 classification for balance of payments transactions related to trade in services. The Joint OECD-Eurostat Trade in Services Classification compiles all service transactions made between residents and non-residents. The estimate of every member country's exports and imports of services by service type is indicated by the database on «International Trade in Services»(Weber & Mira, 2013).

Manual of Statistics of International Trade in Services (MSITS): The Guide that was made on Statistics of International Trade in Services 2010 (MSITS 2010) deals with the needs of a range of goods and users of such statistics. It is mainly a manual for compilers of statistics, while it is at the same time a handy tool for

governments and international organizations too that implement statistical data dealing with international negotiations on trade in services. Moreover, it can sustain enterprises and others while observing enhancements in the market of international services.

The updated guide supplies a more thorough classification of services distributed via traditional trade between residents and non-residents than is contained in BPM6. There have been made revisions in the classification of Extended Balance of Payments Services (EBOPS 2010) and existing frameworks for statistics (Weber & Mira, 2013).

The MSITS 2010 Classification follows the BPM6 approach, hence differentiating among telecommunications, computer and information services, further disaggregated as follows(OECD):

1) «Telecommunications services» deals with the release of broadcasts or transmission of sound, illustrations, information, or other data by phone, telex, telegram, radio and television cable transmission, radio and television satellite, electronic mail, facsimile, and others which also covers the network of business services, teleconferencing, and support services. The items which are not incorporated are the value of the data transported, the mobile telecommunications services, the Internet backbone services and online access services.

2) The constituent elements of «Computer services» are hardware- and software-related services and information processing services. The next peculiarity is executed between computer software and other computer offerings (consultancy, installation, maintenance and repair, data recovery services).

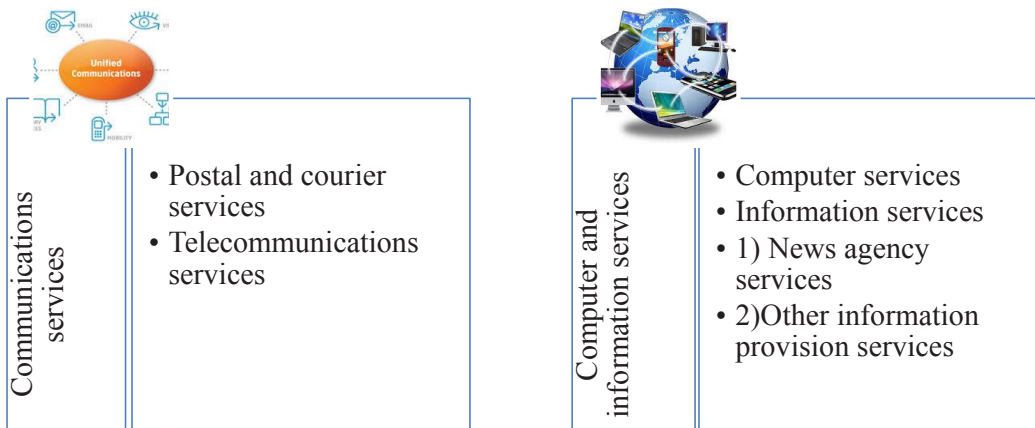
3) News agency offerings and other data services (such as database services, database conception, data storage, and dissemination of data) are in fact the constituent parts of the ‘the information services’.

Extended Balance of Payments (EBOPS): While it is more detailed, the classification of the EBOPS is generally similar to IMF’s BPM5 classification of trade in services. EBOPS was made for the MSITS 2002, deriving from the experience obtained with the usage of the Joint OECD-Eurostat Trade in Services

Classification at the end of the 1990s. EBOPS is a disaggregation of the joint OECD - Eurostat Trade in Services Classification, and describes electronic services through dividing it into two wide sectors: 1) Communication services; 2) Computer and information services as presented in Picture 1.1.1.

Nations International Standard Industrial Classification (ISIC): ISIC is known to be the United Nations International Standard Industrial Classification of every economic activity. This classification is standardized internationally to classify productive economic activities in order to allow entities to be able to be classified with regard to the activity they perform (Weber & Mira, 2013).

Since there is no single internationally recognized description of the word «services» owing to the fact that the opposing parties could not come to consensus, the meaning of «services» is subject to interpretations (Weber & Mira, 2013). According to the State Committee of the Republic of Uzbekistan on Statistics «services» are the result of productive activities that change the state of consumers (legal entities and individuals) or facilitates the exchange of goods, services or financial assets (Methodical provisions, 2016). Statistical records of services by type of economic activity are maintained in accordance with the Program of development of the services sector of the Republic of Uzbekistan on the basis of the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan of 02.26.2016 No. 55 "On the program of development of the services sector for 2016-2020", and distinguishes 13 main sectors of services by economic activity (see Picture 1.1.2).



Picture 1.1.1. Electronic Services: based on the EBOPS classification regime.¹³

However, the research found that the currently available classification regimes (see Picture 1.1.2) do not consider (or partly consider) three crucial trends in the services sector, empowered with the recent digital advancements in the global economy: 1) Online platforms (Google, Facebook, Davra.uz) and their products; 2) Platform-enabled services (such as Airbnb, Uber, MyTaxi and others); 3) Databases are considered as a product, but not data itself.

Certainly, IT sector has expanded out of a merge of telecommunications, computer technology and software and the mixture with services from more content-focused sectors such as broadcasting and publicizing were to come in the future, which is resulting in a mix hybrid IT services cloud and consequently hard to put into categories into any specific sector.

¹³ Developed by author; Data received from Weber & Mira, 2013.



Picture 1.1.2. The main services sectors of the economy of the Republic of Uzbekistan¹⁴

Based on the reviews of relevant studies, the following definition of the concept of Information and Communication services is developed by the author as a baseline to continue the current research: *«Information and communication services (ICS) are those services that are provided through the digital transactions (digitally ordered/platform enabled/digitally delivered), telecommunications and social networks»*. The proposed definition covers three major services sectors:

1) *Services provided through the digital transactions*: Digital commodities could be computer software, videos, images, sound recordings or other commodities that are digitally encoded and transmitted through the electronic devices, despite whether they are contractually treated as commodities or services¹⁵. Frequently, the trade with digital commodities has the feature of a service, because the users have an interest in the data (software, video) that can be

¹⁴Developed by author; Data received from the State Committee of the Republic of Uzbekistan on Statistics, www.stat.uz.

¹⁵To the degree that a digital communication does not have physical aspects, no classification is obtainable in the classification lists utilized in the context of WTO law (such as W/120, CPC or others(Weber & Mira, 2013)).

a byproduct of digital product. Therefore, there is mostly a close linkage to a service, since the digital products are seen as services notwithstanding the way the product/service is offered or consumed.

Furthermore, the continuous and irrepressible development of the Internet and Internet-related services along with the ubiquitous ongoing progress of other data and ICT devices is improving electronic cross-border communication of services and digital commodities (such as the recordings of sound, audiovisual works, video games, computer programs and literary works). Therefore, and importantly, services provided through digital transactions should be included to this sector.

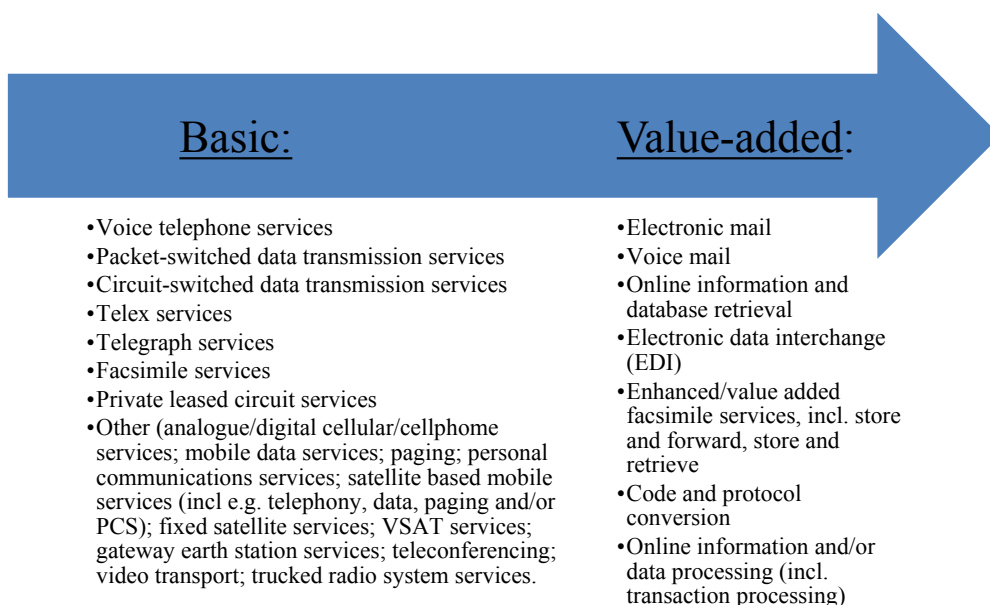
2) *Telecommunication services*: Telecommunication services is a broad group of services, that does not limit with mobile and Internet services. The contemporary telecommunication services cover voice communication, telex/telegraph/facsimile services, analogue/digital cellular/cellphone services, mobile data services, as well as electronic and voice mails, electronic data interchange, online database retrieval and others. WTO distinguishes basic and value-added telecommunication services, that is presented in the complete W/120 (see Picture 1.1.3)(Weber & Mira, 2013).

2) *Social Networks*: A social network is usually described as a «construct» encompassing relationships between individuals, groups, organizations, or even entire societies. The structure of a social network is determined by interactions between persons or entities. The characteristics of a social network are expressed by such interactions which often model and explain social phenomena. Technically, online storage and retrieval of data is at the forefront.

The notion of social networks (for instance *Facebook* or *Twitter*) normally is made up of sharing principles and beliefs across communities, and in the meantime shaping social bonds between those who are taking part in the network and, therefore, creating social groups. Social networks established in the Internet were not in existence during the Uruguay Round negotiations; as a result, the electronic

services belonging to social networks are not recognized and listed in any classification modes while being utilized at the beginning of nineties.

Services provided by a social network normally are not charged to those taking part. This, in fact, makes social networks appealing. However, payments are not inappropriate; the services for advertising provide the financial needs of a social network and provide it with the possibility not to enquire money from the users («consumers»). Businesses which are interested to attain a large public usually purchase virtual space. Hence, it can be said that advertising is the major profit source for a social network.



Picture 1.1.3. Basic and value-added sectors of telecommunication services under W/120 list¹⁶

The categorization of services in the digital economy is known to be principle for running businesses not only in the ICT-related fields; but at the same time, it seems to be a particularly difficult regulatory problem, which effects on a range and often hard problems. The principle idea of classification is to group and

¹⁶Developed by author; Data received from Weber & Mira, 2013.

organize information while making it meaningful and systematic according to a standard model that is handy for identifying the comparability of services.

Nevertheless, there does not exist any agreed framework or conceptual prototype that contains all aspects and the ever-progressing behavior of the information society. The illustrations of a variety of classification regimes and standards have demonstrated that a number of international organizations having various aims are collaborating on the enhancement and development of internationally applicable standards on the services sector.

To summarize, the current available regimes on the services classification does not state any clear and internationally agreed definition of Information and Communication services, due to the lack of an agreement during the negotiations of the Uruguay Round. The research identified that current measurement regimes do not provide complete list of services of the current modern business world, that is influencing the effective measurement of country's GDP and the share of digitalization in it. Therefore, the research proposed a comprehensive definition of information and communication services, that consists of three components: (1) services provided through the digital transactions; (2) telecommunication services; and (3) services provided through social networks.

1.2. The global tendencies and the modern structure of developing innovative marketing techniques in the sphere of Information and Communication Services.

Traditional idea of marketing has fundamentally upgraded to a new level with the ascension of innovative technologies. Precisely, the boundaries of marketing discipline have significantly expanded with the emergence of innovative marketing communication technologies (such as the internet, social media, and smart technologies), that increased the ease and scale of information exchange (sharing) to a global level. In fact, this movement can be viewed as the result of the

digitalization of the global society from one side, and socialization of the Internet from the other side.

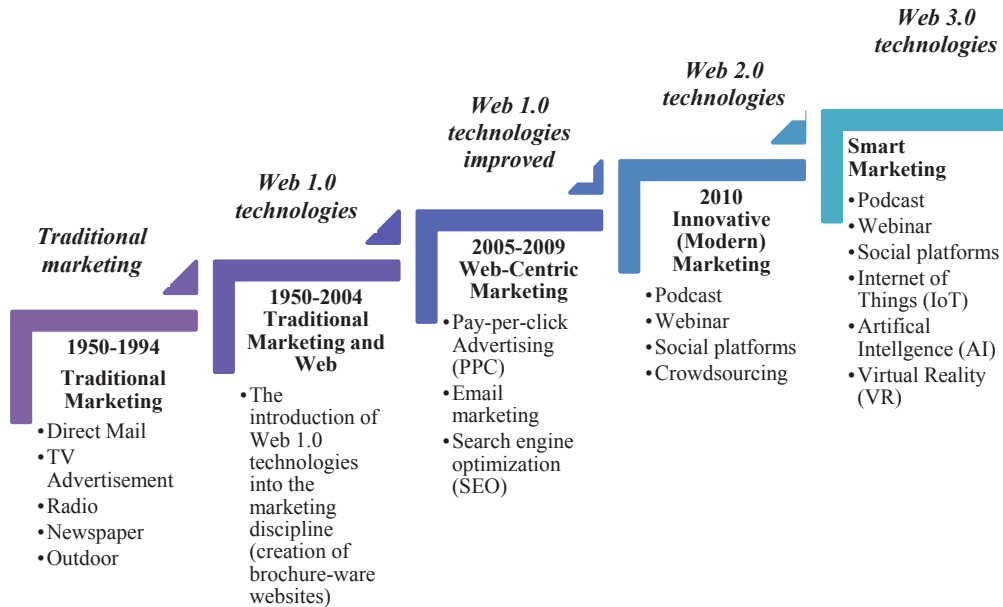
The evolution of Web-based marketing. Relying on the analysis of the relevant academic literature, the author divides the evolution of marketing strategies under the influence of Web technologies into five key stages (see Picture 1.2.1).

The early marketing strategies (1950-1994) were limited to advertising through traditional communication channels (such as newspaper, billboard, radio, TV and direct mail), that assumed companies to buy media spaces and time (buying newspaper space, or buying a time to advertise on TV or Radio) with the hope that target audience will notice their brand. In fact, traditional marketing strategies were received as being distractive by consumers (Crestodina, 2016).

The first wave of digital transformation in the marketing discipline can be connected to the emergence of Web 1.0 technologies. The new technology allowed companies and brands to create their own web pages and provide customers with interested information through web pages (creation of «Brochure-ware» websites) (Crestodina, 2016). Further technological advances have pushed forward the importance of websites and laid the foundation to the promotion of web-centric marketing (specifically, the emergence of marketing strategies such as search engine optimization (SEO), pay-per-click (PPC) and e-mail marketing). Although, technological evolution enabled businesses to find more effective channels to communicate with consumers, consumers were still likely to escape from it (e.g. unwanted email spam filtering functions, pop-up banner blocking, phone call block lists). The traditional marketing and modern marketing strategies based on Web 1.0 technologies (1994-2009) were super distractive, and struggled to reach consumers, which fostered the development of smarter ways to reach the audience.

Indeed, the marketing has significantly upgraded since 2010 with the great influence of Web 2.0 technologies that have profoundly changed consumers' thoughts and behaviors. The implementation of Web 2.0 technologies extended the width of internet's potential, enabling businesses to gather deeper view of

consumers' behaviors and facilitated the development of innovative, interactive and more efficient communication techniques.



Picture 1.2.1. The Evolution of Web-based Marketing¹⁷

Apparently, the evolution of innovative Web 2.0 marketing could be viewed as aftereffects of these three mega trends: (1) the progressive technological evolution that promoted the emergence of social platforms and blogs, (2) the growth of the role of content, and (3) the shift in the power of consumers. Rationally, it is vital to note that as technologies remain to develop (ex. Web 3.0 and further), innovative marketing communication tools and new concepts will continue to evolve (Close, Online Consumer Behaviour, 2012), and potentially lay the foundation to a smarter marketing.

The term Web 2.0 was developed by DarciDiNucci in 1999 and was first brought into practice by O'Reilly Media in 2004 (Allen, 2012). The concept Web 2.0 is too complicated and broad. There are many definitions and descriptions given to enlighten this popular buzzword. According to Close (2012) Web 2.0 is a

¹⁷ Developed by author; Data received from Crestodina A. (2016).

concept used to describe the progression of the internet to a more interactive online communication, participation and engagement in comparison to the internet's early generation - Web 1.0 (see Table 1.2.1). Simply put, Web 2.0 is a platform on which digital media, social media and other modern applications and technologies operate. These include search engines (*Google*), blogs and social networking sites (*Facebook, Odnoklassniki.ru, Twitter, Davra.uz*), photo and video sharing sites (*Instagram, YouTube and Flickr*) and many others.

Table 1.2.1.

Comparative characteristics of the Web evolution¹⁸

FEATURES	WEB 1.0	WEB 2.0	WEB 3.0
<i>The emphasis of the Web</i>	Web of information resources stored on a global network of servers where what matters is retrieval and display	Human web, where what matters is human contacts and relations between individuals	Human and machine web, where both are interconnected through smart devices, and continuously exchange content (share) for extra value creation
<i>Major sites</i>	Information portals	Online social networks	Improved (smart) online social networks (IoT, AI) and virtual reality
<i>Tools</i>	Oriented to display and retrieve information stored on the Internet	Designed to enable collaboration and content creation on the Internet	Focused to connect humans and machines with each other for smart information exchange
<i>Strategy pursued</i>	Efficiency	Effectiveness	Intelligence
<i>Economies sought</i>	Economies of scale	Network effects	Sharing for value creation
<i>Communication range</i>	Wide and local area networks	Mobile communication is also considered	Machine to machine communicating is also considered

The recent developments in the Web are discussed by many academics in the field, indeed, no consensus have been yet reached on its conceptual definition. Some scholars refer to it as Web 3.0 technologies (Ohler, 2010), or Semantic Web (Maddux & Johnson, 2012), while others consider these latter technological

¹⁸Developed by author; Data received from Mata & Quesada (2014)

inventions as the extensions of the Web 2.0 technologies (Morrow, 2014). Indeed, Web 3 and Semantic web are far from being synonym terms, as Web 3 goes beyond semantics, and implements info-spaces, images, and sound (PC Magazine, 2007).

Other latter popular technological buzzwords include Virtual Reality (or 3D Web), Internet of Things, Artificial Intelligence and some others. As the technology world keeps continuously evolving, many studies are being dedicated to contribute to the literature on providing clear and relevant definitions of these new technological concepts. However, the question on whether these are the further extensions of the current Web 2.0 technologies, or a new phase of Web development (Web 3.0) is still under wide discussions. For the purposes of this research, these technological trends are defined as components of Web 3.0.

Web 3.0 is considered to be a smarter web that saves time and improves lives of people by predicting what content people want to see and how they prefer to see it. The innovative feature of Web 3.0 is its ability of smart data integration (Maddux & Johnson, 2012). In essence, Web 3.0 can be described with its three main components – Artificial intelligence, Internet of Things and Virtual reality (see Picture 1.2.2) (Nations, 2018). Besides the immense marketing potentials of these three main components, it is important to consider the role of Social Platforms and Blogs, that are the representatives of earlier Web 2.0, but are consistently being improved in correspondence with the Web developments.

Artificial Intelligence (AI): The core idea lying behind the Artificial Intelligence is the ability of the machines to learn on its own. Although the technology is has not reached to that level yet, the successfully implemented elements of AI can be noticed in the market. Everyday life examples include email spam filters (ex. Gmail successfully filters almost 99.9% of spam), plagiarism check (through turnitin.com), face recognition function and personalized newsfeed features on facebook.com, identification of the contextual meaning of emoji in Instagram, and others(Narula, 2018).



Picture 1.2.2. Key components of Web 3.0¹⁹

Internet of Things (IoT): Internet of Things is about connecting «things» (ex. human-human, human-things, things-things)(Morgan, 2014). Kramer (Kramer, 2016) views the IoT as the technological shift where physical devices are digitally connected with the purpose of creating more value²⁰.

Virtual Reality (VR): The growing popularity of online virtual games (ex. World of Warcraft), or the virtual worlds could not be left without consideration. Although the current research considers virtual reality as one of the components of Web 3.0, the literature provides other views of the notion. Many examples of virtual reality already exist, and the number is keeping to grow. For instance, Kinset created a virtual shopping mall, which allows users to explore different shops and go through the shelves providing the experience of reality (Nations, 2018).

Recent global trends of the Web-based marketing. The growing level of Internet access, increased number of devices offered with built in Wi-Fi features, falling prices for technology and Internet use, and growing demand for smart technologies are all laying the basis for the development of innovative technologies (such as IoT and AI) and expanding their application in all spheres (including marketing). In fact, IoT is a very promising direction in establishing effective customer relationship, considering that around 2 billion people and 25 billion things are connected to the Internet. According to some estimates, the number of people and things in the Internet will reach around 5 billion and 50 billion

¹⁹Developed by author.

²⁰ Gartner Inc. predicts that the number of devices mutually connected to each other on the IoT, will reach nearly 26 billion by 2020(Kramer, 2016).

respectively by 2020 (Kramer, 2016).²¹ These socio-technological developments are offering better conditions for doing business, through facilitating easier ways for humans to offer/receive products and services from each other, and resulted in the creation of innovative business models (such as, eBay²², Etsy²³, Uber²⁴, UpWork²⁵ and others).

At the same, businesses are required to adapt to the changing world of consumer needs and purchasing behavior. The present customers demand to receive something extraordinary, rather than something usual²⁶; moving customer experience to the forefront, that is ultimately bonded to the level of business integration with modern ICT. While, the latest technological advancements to influence marketing experience of consumers are the ones enabled with the emergence of Web 3.0.²⁷

Furthermore, these market developments have affected the way people communicate (interact) with each other. The ideology of the new web is based on the mass collaboration that assumes to pursue economic democracy as an outcome of creating value for individuals by individuals (promotion of sharing economy). Concomitantly, the wide expansion of sharing economy has brought to the shift in the power of consumers – as present consumers do not only consume the information generated by servers, but actively participate in producing the content.²⁸ Particularly, this trend has much to bond with the recent exponential growth of social media. The growth of digital and social technologies has upgraded the process of information sharing to a global level. Thus, today people are no

²¹ Besides, it is crucial to understand that IoT collects the sheer volume of data through connecting to multiple devices, which is then analyzed through and learned by the smart systems of AI. Therefore, these two technologies are interrelated and would not probably efficiently work without each other.

²² Online marketplace for everything, www.ebay.com.

²³ Online marketplace for unique, creative and handmade products, www.etsy.com.

²⁴ Peer-to-peer ridesharing, food delivery, and transportation network company, www.uber.com.

²⁵ Global freelancing platform where businesses and independent professionals connect and collaborate remotely.

²⁶ For instance, the vice president of the leading European software company-Dassault Systems, Ken Clayton comments on it as: “The loyalty and its definition has changed overnight...Customers have gone in a direction for reasons we didn’t understand. And now the experience has to speak through our products. Customers expect and deserve a personal experience (Kramer, 2016).”

²⁷ Global businesses, such as Google Express (delivery services), Uber (taxi services), Spotify (music products/services); national businesses, such as MyTaxi Express (food delivery services), MyTaxi (taxi services), Asaxiy.uz (online technology retail brand with delivery services) and many others.

²⁸ The content produced by consumers is referred to as User Generated Content (UGC) or Consumer Generated Media (CGM) (Close, Online Consumer Behaviour, 2012)

more bound to geographical proximity, as the new technologies enable instant information exchange (sharing). Consequently, this has increased the role and capacity of content in the global web platforms²⁹, and expanded the speed and scale of traditional word-of-mouth (the emergence of e-WOM with the emergence of Internet).

Another vital feature of the new marketing derived by the latter technological progress, is the capacity to create two-way communications between the company and consumers, and lower costs of traditional communication channels. This is generally maintained through social media platforms, such as social networking sites (Facebook, Friendster, MySpace), blogging sites (Twitter) and geo-location sites (Foursquare)(Close, Online Consumer Behaviour, 2012). Incredible technological trends, for instance, the creation of hashtag³⁰ and RSS media³¹ further adds value to the marketing practice in social media platforms. Concomitantly, the latter trends prove that content generates trust between the business and consumer, meaning that a steady stream of useful content will eventually attract fans (subscribers to the channel), improves brand visibility (likes and shares) and increases customer loyalty.

Conversely, it is also important to consider the opposing effects of social platforms to the businesses, such as the privacy issues and the wide access to the excess of uncontrolled negative information in the Web³². Although, modern marketers often skip the potential threats of social platforms, the risks hidden under such attractive innovations are quite high. There are many cases of social media campaigns that fail to reach the audience as expected by the marketers³³.

²⁹ The content in the current marketing age is viewed as something that makes online marketing strategies live (coherently, the heart of modern online marketing).

³⁰ The notion hashtag was first introduced at a tech conference in 2007. Today, businesses actively use it to promote their products/services, organize content – easily identify what people are talking about their brands in the Web, and allow consumers easily discover their beloved brands or topics to discuss.

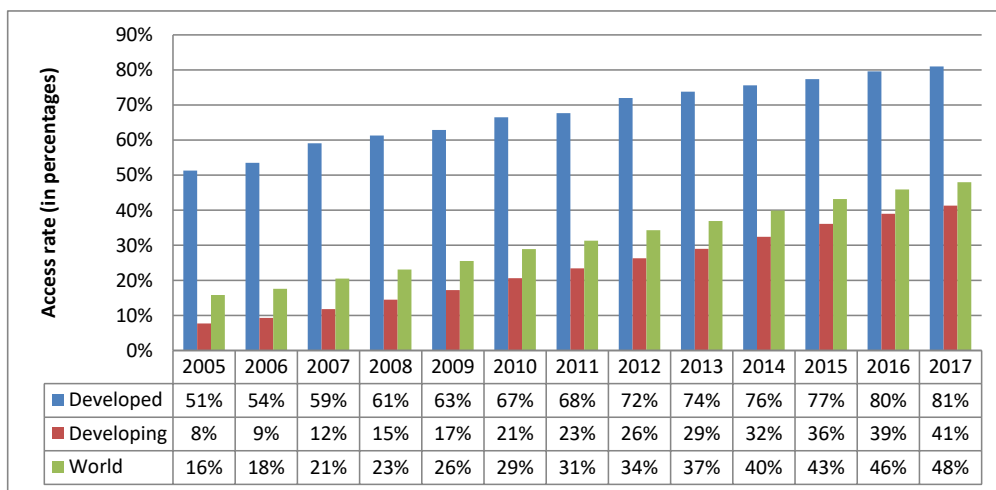
³¹RSS (Rich Site Summary) - is a format for delivering constantly changing web content. Majority of the news related sites, weblogs and other online publishers syndicate their content as an RSS Feed, which then supports in solving a problem for people why regularly visit the web. RSS technology allows individuals easily stay informed by retrieving the latest content from the sites they are interested in (Snow, 2006). This considerably saves time and raises privacy, as it does not require to sign up for each site's newsletter.

³² Schaefer (2015) describes it as "Malignant information density".

³³For example, consider the social media failure of the multinational financial services company JP Morgan's "#AskJPM" campaign. The purpose of the campaign was to clarify the issues related to the investment bankers.

Frequently, this is related to the customer’s frame of reference and/or previous experience (see Annex 2).

The modern structure of Web-based marketing. The rapid technological progress that stimulated the emergence of digital and social technologies, promoted the fast and easy information exchange³⁴ and extended the width of marketing’s potential. The global market analysis show that internet access and user penetration rates are growing in an extremely rapid pace. According to the estimates 53.7 percent of the global population will have access to the internet by 2021, in comparison to 46.8 percent in 2017 (Statista, 2018). Interestingly, the growth shown in the last few years (2011-2016) underlines the progressive increase of internet access among the population in developing countries (around 67 percent), underlining the growing potential of internet related markets in developing countries (see Picture 1.2.3).



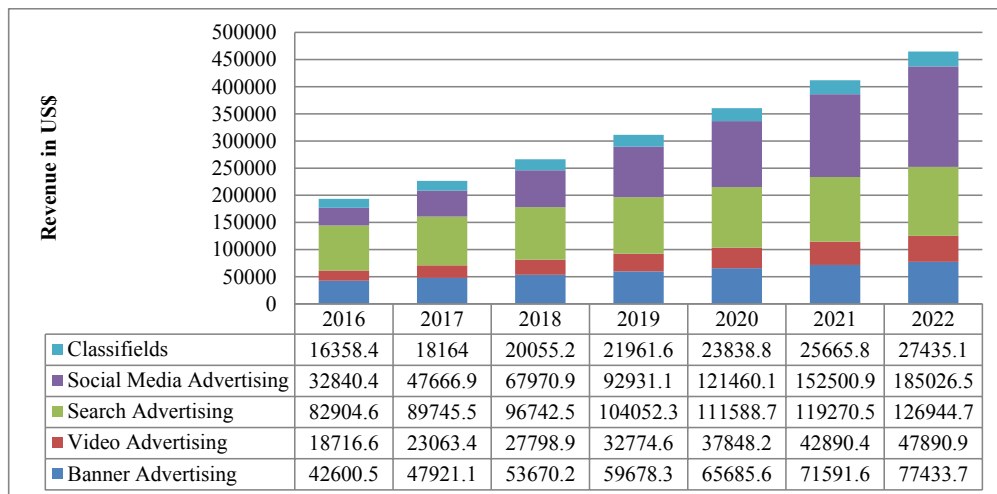
Picture 1.2.3. Percentage of global population accessing the internet from 2005 to 2017³⁵

However, the campaign work reversely to the company, as American users were still recovering from the 2008 financial crises, and thus the company was thrown with negative comments, and soon the company recalled back the campaign (for more details, visit <https://twitter.com/search?q=%23AskJPM>).

³⁴ According to the market estimates, information on the web will increase 500 times between 2015 and 2020. Remarkably, 75 percent of this information increase will come from brands and individuals (UGC) (Schaefer, 2015).

³⁵ Developed by author; Data received from Statista.com.

The popularity of social media among users and businesses are continuing to grow. Today, people use social media applications like Facebook to create an online network, that allow users quickly receive feedback, share ideas, and keep friends up-to-date on current projects, whereas, businesses mostly implement social media to attract attention of consumers and increase website traffic. The auditorium of social networks cover more than a billion active users³⁶, with each user viewing up to 100 pages a day³⁷(Halilov, 2017). The wide variety and unevenness of the audience of social networks make it a unique platform that no other Internet platform managed to offer since the emergence of Web applications.



Picture 1.2.4. Revenue in the Digital Advertising market³⁸

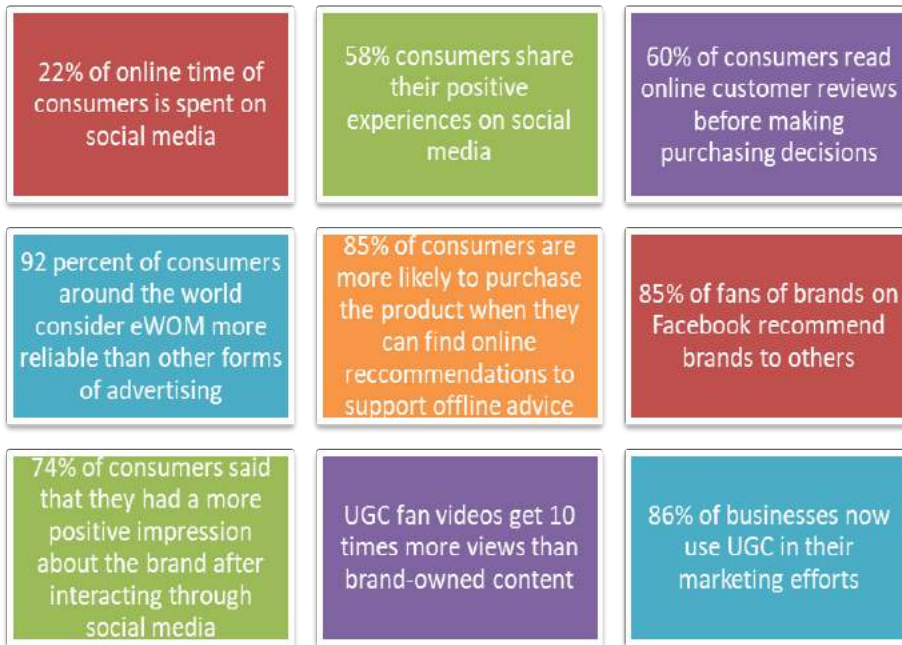
The worldwide social media advertising market accounted for 18 percent (USD 43.78 billion) of the total digital advertising market in 2017 (see Picture 1.2.4)(Statista, 2018). The largest contributor into the global digital advertising market is the US market, generating approximately USD 21 billion in 2017, that is a 22 percent share of the total digital advertising market in the USA. Other major contributors include Europe (USD 8,03 billion) and China (USD 8,16 billion). Furthermore, market estimations indicate the rapid growth (almost three times) of

³⁶ Active users are those which have logged in to SNS during the last 30 days.

³⁷ Nielson research findings show that adults in Western World consume content on average of 10 hours per day (Schaefer, 2015).

³⁸ Developed by author; Data received from Statista.com.

the Chinese digital advertising market by 2022 (see Annex 3). Such rapid and wide proliferation of social media advertising and digital advertising in the global market is derived through the increasing need to stay connected with consumers in the online platforms, that will allow effectively and efficiently engage with them (see Picture 1.2.5) (Close, 2012).



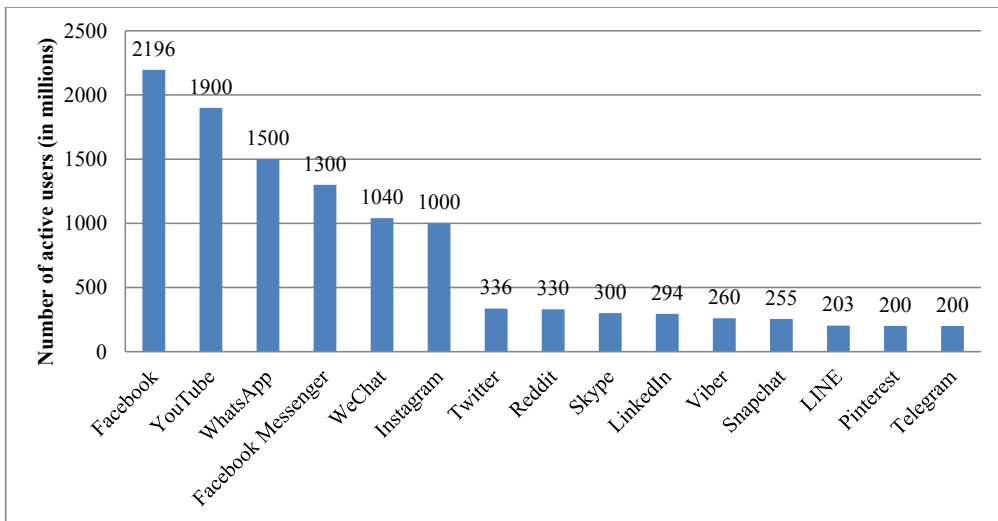
Picture 1.2.5. Social media key factors³⁹

Subsequently, Facebook, Instagram and YouTube are found to be the most famous social network platforms worldwide. Facebook has around 2.2 billion monthly active users, whereas YouTube and Instagram have approximately 1.9 billion and 1 billion active users respectively (see Picture 1.2.6). Apparently, the higher is the level of active users in the social network sites, the higher is marketing attractiveness of the platform.

Concurrently, it is vital to underline the growing popularity of smart mobile phones and their advanced technological features, that enable businesses to expand

³⁹Developed by author; Data on online time, consumer experiences, eWOM received from Nielson; on purchase behavior from Cone Inc., on Facebook brands from Syncapse; on positive impression, UGC from eMarketer; on UGC fan videos from Octoly.

their marketing horizons. Indeed, the popularity of mobile social media advertising is significantly wider than desktop social media. The market analysis indicate that the mobile social network penetration rate is on average 39 percent worldwide, with Eastern Asia (China is the largest contributor), Europe and USA being the highest users (see Picture 4.6). Consequently, mobile social advertising spend amounted to USD 23.39 billion worldwide in 2017, while desktop social advertising reached USD 8.63 billion (Statista, 2018). This progressive growth of the popularity of mobile advertising over the desktop advertising is revealed in the increasing revenue received from mobile social media advertising, that performed significant growth between 2016 and 2018. Moreover, the revenue received from mobile social media advertising is forecasted almost to triple by 2022, reaching USD 134,292.7. While, the revenue received from social media desktop advertising is forecasted comparatively a mere growth, reaching USD 50,733.8 by 2022 (see Picture 1.2.8).

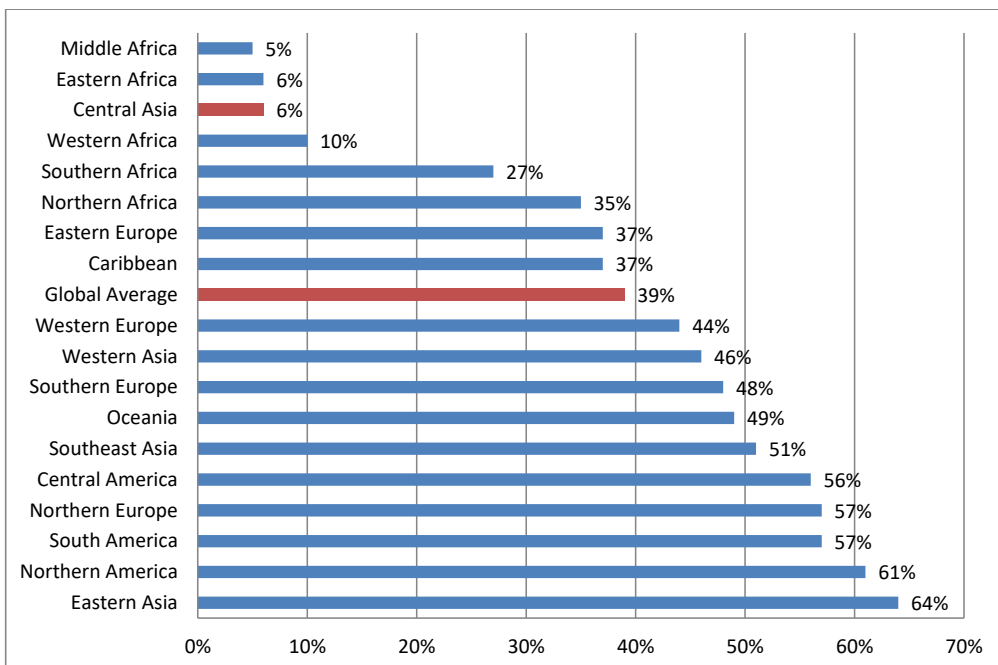


Picture 1.2.6. Most famous social network sites worldwide as of July 2018⁴⁰

Furthermore, according to the statistics, Apple App store comprised 2.2 million mobile applications available to download, while game applications (24.86 percent) and business applications (9.77 percent) being the most popular categories

⁴⁰.Developed by author; Data received from Statista.com

among them (Statista, 2018). Contemporarily, Google Play App store currently offers around 3.8 million mobile applications available to download (Statista, 2018). The volume of worldwide free and paid mobile application monthly downloads are estimated to reach 258.2 billion applications by 2022, in comparison with 205.4 billion monthly downloads in 2018. The most popular mobile non-gaming applications include Facebook (130 million monthly downloads), WhatsApp and Google (Statista, 2018). Besides, the revenue received from global mobile applications is forecasted to reach USD 188,9 billion by 2020 (this number amounted USD 69.7 billion in 2015) (Statista, 2018).

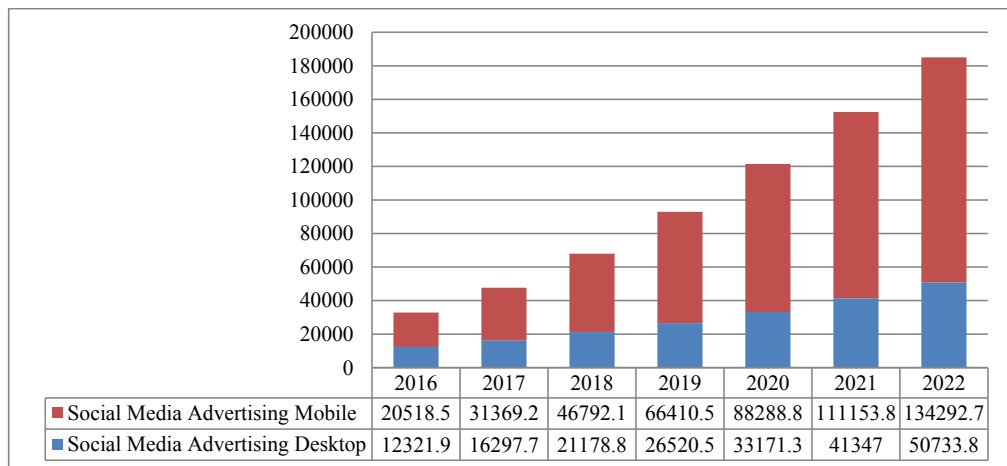


Picture 1.2.7. Global mobile social network penetration rate as of January 2018, by region⁴¹

The innovative tactics of innovative marketing, that is revealed in the growing popularity of social and digital technologies, widely promote the expansion of content creation and information exchange (sharing). As of September 2016, photos were the most popular type of content to be used by

⁴¹Developed by author; Data received from Statista.com.

brands on the social media platforms, with a 65 percent share of all brand posts. This statistics have slightly changed by 2018, taking blogs⁴² and e-newsletters to the most popular content types, with 93 percent and 89 percent of using rate as part of businesses' content marketing strategies respectively (Statista, 2018). Besides, it is important to consider that personalization in the content marketing is creating appealing experiences to consumers and resulting in higher effectiveness of the campaigns⁴³.



Picture 1.2.8. Revenue in Social Media Advertising.⁴⁴

To summarize, the rapid technological progress, and followed ultimate social trends promote a more collaborative mode of doing business. Business management, marketing and consumer relationship are some of the key directions that are being rigorously affected by the latter socio-technological trends. The global tendencies of developing innovative marketing techniques have entered a new era of Web progression, that assumes to lay the marketing activities on three key components of the latest Web 3.0 – VR, AI and IoT. Although, the elements of

⁴² The first blog - “Weblog”, was established by Jorn Barger in December of 1997 (Wortham, 2007). This term was later shortened to “blogs”, and became as one of the most popular communication tools today. Furthermore, it is interesting to consider that social media influencers (Bloggers) with more than 500,000 subscribers can earn around USD 1,000-5,000 per post on social media platforms (Sconyers, 2018).

⁴³ According to Monetate, 94 percent of brands believed that personalization is “critical to current and future success of the company”(Monetate Research Group, n.d.); while 53 percent of consumers believe that personalization is valuable tactic and around 57 percent of consumers are ready to share their personal data in order to receive personalized marketing (Saleh, 2017).

⁴⁴ Developed by author; Data received from Statista.com

innovative Web 3.0 technologies are present in the activities of innovative and creative companies, the capabilities of Web 3.0 technologies are much wider. Therefore, author believes that the marketing applications of Web 3.0 technologies will be advancing at a very rapid pace during the coming few years.

Concurrently, the role of social media marketing (representation of earlier Web 2.0) became overwhelming, as the role and capabilities of content sharing is expanding. The most popular social media platform in the global market is Facebook, with more than two billion users. The most preferred media type includes blogs and e-newsletters. Furthermore, the marketing through smart mobile devices is gaining a high popularity in the world market. Currently, the global mobile social media penetration rate has reached 39 percent, while the revenue received from social media marketing is estimated almost to triple by 2022.

These trends highlight the growing role of modern social and digital technologies that has significantly improved the way people behave and instigated the development of innovative marketing techniques and have promoted the growth of three four marketing strategies: social media marketing, mobile marketing, content marketing and crowdsourcing.

1.3. Methodological basis and principles of innovative marketing in promoting Information and Communication services

Although, innovative marketing and its applications have reached a particular academic clarity, any proposed methodological formations are quickly becoming obsolete as a consequence of constant technological progress. Therefore, the next paragraphs of the research focus on discussing the following: 1) provide the analysis of distinguishing features of «innovative marketing⁴⁵» and «marketing innovations»; 2) suggest the definition for the term «innovative marketing»; 3)

⁴⁵ It is vital to note that the term “innovative marketing” is suggested by Russian professionals in the field. The current term is referred as “innovative techniques/tactics/methods/strategies of marketing” in the majority of international literature. The current research implements the view of Russian scientists, while admitting that the term “innovation” is fragile to the time, creative ideas and technological progress (see Page 38 for detailed discussions).

provide the methodological discussions of the components of «innovative marketing», encompassing the analysis of communication channels, tools, techniques and their characteristics, that are widely applied in promoting information and communication services.

Defining the concepts «innovative marketing» and «marketing innovations». The academic literature often uses these two concepts – «marketing innovation» and «innovation marketing» interchangeably. However, the inner meaning of both terms considerably distinguishes from each other. Therefore, the research found it vital to review the discussions and arguments on defining these two broad terms, with the aim of laying the fundamental basis for the further study.

The term «innovation» is broadly used, yet very complex notion. For this reason, there is a place for various views and definitions of the term in the economic literature, that largely depends on the industry it relates. Some of the generally accepted descriptions, include the studies of Dinis (2006), where innovation is viewed as improvements in technology and improved ways of managing the business. Other researches define innovation as all efforts that increase the effectiveness and efficiency of resources, including the satisfaction of market needs. Furthermore, the definition suggested by the large economic dictionary views innovation as the end result of innovative activity, received through the realization of the new/improved product, or the new/improved technological process, implemented in the practical activity(Azriliyan, 2007).

The concept «marketing innovations» is defined as the process, directed to the management of company's interrelation with the external environment to promote and sell innovations with the aim to receive commercial result (Markova & Kuznecova, 2005). In general, the purpose of marketing innovations is to create and increase the value of the product/service for the potential consumers, provide product/service related information and ensure easy access to them. Rationally, the functions of the marketing innovations can be divided into the following: 1) identify and reveal the key factors influencing the effective promotion of innovations in the market; 2) manage the marketing process from the creation of

the innovative product/service to its acceptance by the market end-users (consumers). To generalize discussed descriptions of the concept, marketing innovations can be viewed as the set of complex methods of using marketing techniques during the whole life-cycle of the innovations.

On the contrary, «innovative marketing» is defined as the process of implementing innovative instruments and technologies⁴⁶ in the marketing activities(Kravchenko, Kuznecova, & Markova, 2009). In essence, the concept of «innovative marketing» is wider than «marketing innovations», and includes specific elements of thinking philosophy and advancing the management style(Ogoleva, 2004), which altogether makes up the marketing conception that is focused on constant development of marketing strategies and techniques(Golubkov, 2003). Furthermore, Kurcheeva & Makurina (2012) describes the notion«innovative marketing» as the method of business management, when traditional marketing is updated with new methods, instruments and capabilities of creating innovative ideas.

At the core, «innovative marketing» is the combination of efforts to promote the product/service to the target audience in a totally new or significantly upgraded way. However, it is often misled that «innovative marketing» is the composition of technology and marketing activities. The author believes that technology is not the comprehensive solution of innovative marketing, but rather technological progress changed the consumer behavior from one side, and allowed the creation of new marketing communication channels and tools from another side – that are considered to be innovative, in most cases.⁴⁷

Accordingly, the findings in the previous paragraphs allow the researcher to formulate the following definition for the merely conceptualized notion

⁴⁶ Innovative technologies are the set of methods and resources, supporting the stages of innovation realization (such as, implementation process, personnel training, consulting and others)(Azriliyan, 2007).

⁴⁷ The most crucial feature of innovative marketing is the capability to establish effective two-way communication with consumers, that is certainly achieved through the effective combination and management of the following three key components: 1) Data (proper analysis, content); 2) Creativity (ideas, approaches); and 3) Technology (Wunderman, WPP Group, 2018). Although, innovative marketing has reached a particular academic clarity, it is important to note that any proposed methodological formations are quickly becoming obsolete as a consequence of constant technological progress.

«innovative marketing»: *«Innovative marketing is a process of promoting the product/service to the targeted audience through the completely new or significantly improved marketing communication channels, tools, techniques, processes, procedures and ideas, in a creative and technologically improved way.*

»

The following four key innovative marketing strategies are revealed based on the analysis of the global market tendencies⁴⁸: 1) Content Marketing; 2) Social Media Marketing (SMM); 3) Crowdsourcing; 4) Mobile Marketing.

Content Marketing: The emergence of social media platforms and the rise of amateurs have promoted the expansion of content marketing. Although, these two concepts – content marketing and SMM, have many common characteristics, both focus on different goals. The key goal of SMM is to make social media an effective content delivery tool. Subsequently, content marketing aims on providing creative, relevant and interesting content to connect with potential customers. Hence, social media marketing can be viewed as a channel, where businesses search for potential customers, and content marketing is a tactic to create and deliver valuable information to potential customers.

Although, the first emergence of content marketing dates back as early as 1732 (see Annex 4), the nature of content marketing has significantly upgraded with the expansion of internet. The Content Marketing Institute (CMI) defines the concept as *«a marketing technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action. »*

The analysis of the current market allows to distinguish the following key content marketing techniques: 1) social media; 2) articles on website; 3) e-newsletters; 4) videos; 5) blogs; 6) in-person events; 7) mobile content; 8) case studies; 9) infographics; 10) online presentations; 11) print magazines; 12) branded content tools; 13) white papers; 14) digital magazines; 15) webinars/webcasts; 16)

⁴⁸ The author has chosen the most actual marketing communication channels that are applicable in the local market, and thus, it is important to admit that the list of communication channels is not limited to these four.

annual reports; 17) print newsletters; 18) research reports; 19) licensed/syndicated content; 20) books; 21) e-books; 22) podcasts; 23) virtual conferences; 24) games/gamification.

Social Media Marketing: Social media are comparatively new media formats, and its first marketing applications dates back to 2009th. Botha (2012) describes SMM as «the media designed to facilitate the dissemination of content through social interaction between individuals, groups, and organizations using Internet and Web-based technologies to enable the transformation of broadcast monologues (one to many) into social dialogues (many to many). » Furthermore, Weinberg (2009) describes SMM as: «a process that empowers individuals to promote their websites, products, or services through online social channels and to communicate with and tap into a much larger community that may not have been available via traditional advertising channels». While, Argesta et al. (2010) describes the concept as the act of creating and posting content in any and all of the following hosted environments: online, mobile, virtual and others.

However, SMM is not only about extending existing marketing campaigns into new channels. Indeed, it is a fundamental shift in how businesses communicate with the world (Annex 5). The main purpose of SMM is to empower individuals and promote democratization of knowledge by turning content consumers into content producers. Therefore, perhaps the most comprehensive definition of the notion is provided by Kaplan and Haenlein (2010): «a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, that allow the creation and exchange of user-generated content (UGC)» (Close, Online Consumer Behaviour, 2012).

The concept social media is frequently used interchangeably with terms «Web 2.0» and «User generated content (UGC)». Therefore, it is important to clarify and highlight the distinguishing features of these concepts as well. Generally, Web 2.0 is the more socially oriented progression of the previous Internet technology (Web 1.0). It is a platform on which digital media, social media and other modern applications and technologies operate. These include

search engines (*Google*), blogs, SNS (*Friendster, Facebook and Twitter*), photo and video sharing sites (*Instagram, YouTube and Flickr*) and many others; while, UGC is bound with the rapid development of social media and the emergence of internet-based communities that led to the emergence of global human network. In general, UGC can be defined as the content that is created by end-users rather than by servers. This is when consumers not only communicate and engage with businesses, but also generate their own information (comments, customer reviews, blogs) about products, services and brands (Cova B., 2010).

Table 1.3.1.

Types of Social media⁴⁹

SOCIAL MEDIA TYPES	SHORT DESCRIPTIONS	MAIN COMMUNICATION METHODS	POPULAR EXAMPLES
Blogs/Weblogs⁵⁰	Websites maintained and managed by individuals, but managed and technically owned by a company that provides access to Web space and a content management system.	Text-based messages/posts, animations	TechCrunch, Gizmodo, Engadget
Microblogs	Social networking services that enable users to post and read very short messages, restricted by the number of characters in the message and type of content that can be posted.	Short text-based messages/posts (often limited to a certain number of characters).	Twitter (limited for up to 140 characters), called «tweets».
Videos sharing Websites	The multimedia web site that enables users to watch, upload and share videos with other users.	Multimedia (video)	YouTube, Vein
Picture sharing Websites	The multimedia website that enables users to upload and share pictures and images.	Multimedia (picture, images)	Flickr, Picasa, Google Images and Instagram
Social	Website that enables users to	Personal	Facebook, MySpace,

⁴⁹Developed by author; Data received from Close (2012) and Halilov (2017)

⁵⁰ The academic literature distinguishes four basic types of blogs: 1) personal blog - established by an individual to express, post, publish, share and discuss personal interests (or viewpoints); 2) industry (topic) blog -established to discuss certain industry related or topic related information (news and trends); 3) publication based blog - usually established by editors or reporters with interests in specific topics; and 4) corporate blog - created by a company to establish two-way communication with current and potential consumers (Labrecque, Zanjani, & Milne, 2012).

networking Websites	create an individual profile pages, find and connect to friends/groups/communities, send messages, make posts and so on.	messages, sharing, blogging (text-based, picture/image, video, audio)	LinkedIn, Odnoklassniki.ru and others.
Niche social networking Web sites	Website that is designed for smaller audiences and are focused on specific topics of interest.	Personal messages, sharing, blogging (text-based, picture/image, video, audio)	Sharecipe (for those who like cooking, shares recipes and cooking tips) and ActiveRain (for real estate professionals).
Social news Websites	Website that provides users with a range of information that are usually attached with links to the main source.	News sharing/posting (text-based, picture/image, video, audio)	Digg and Reddit.
Social bookmarking Websites	Website that enables users to collect and save interesting links they have found in order to revisit whenever they need.	Bookmarking (picture/image, video, audio)	Pinterest, Stumble Upon and Diigo
Geo-location (geo-social) websites	Websites that allow to register geographical location of the users, with the purpose to socially entertain with other users and leave the reviews on services provided in that particular location	Check-in, short-text	Foursquare

Although, the popularity of social media is continuing to grow, there are not much classification schemes or methodological basis available to categorize them. One of the few researches focused on the issues of conceptual foundation of social media includes the works of Close (2012) and Halilov (2017). Therefore, the current research proposes the classification scheme of social media by its types and key communication methods (see Table 1.3.1).

The marketing instruments of SMM are systematically categorized in the Table 1.3.2. Though, it is crucial to admit that the variety of social media is correspondingly expanding with the advancement of Web technologies.

Table 1.3.2.

Marketing instruments of Social Media Marketing⁵¹

SMM INSTRUMENTS	DESCRIPTION OF SMM INSTRUMENTS
The creation and promotion of brand communities	<p>the creation and promotion of brand communities (groups) in the social media;</p> <p>the creation and promotion of events;</p> <p>the acquisition of existing social communities (group);</p> <p>the product placement mechanisms in the existing social communities (groups);</p> <p>the sponsorship of thematic social communities (groups);</p> <p>the cooperation with user communities (groups), that promote brand (the groups created to promote the brand by loyal customers).</p>
The promotion in niche social networks	<p>the promotion in the closed social networks (such as <i>Leprosarium</i>);</p> <p>the promotion of content in thematic social networks (such as <i>Habrahabr</i> and others);</p> <p>the promotion of announcements in social news platforms (such as <i>News2</i>, <i>Newsland</i> and others);</p> <p>the creation of personal social network;</p> <p>the establishment of the brand geolocation services (such as <i>GoogleMaps</i>, <i>Foursquare</i> and others);</p> <p>the promotion on visual social networks (such as <i>Pinterest</i>, <i>Instagram</i> and others);</p> <p>the promotion through mobile social networks (such as <i>Vstrecher</i> and others);</p> <p>the promotion through recommendation social networks (such as <i>Imhonet</i>, <i>Reputacia.ru</i>, <i>Tripadvisor</i> and others);</p>
The creation and development of personal info-spaces	<p>the creation and maintenance of corporate blogs;</p> <p>the development of SMO (blog optimization);</p> <p>the establishment of the brand web site integration with social networks;</p> <p>the creation of branded wallpapers for brand communities and blogs;</p> <p>the implementation of RSS marketing;</p> <p>the development of brand hashtag;</p> <p>the organization of promo-actions in social networks;</p> <p>the development of podcasts;</p> <p>the development of video-blogs.</p>
The promotion of the content	<p>the development of info-content for Wikipedia;</p> <p>the promotion of video/photo in video/photo sharing networks;</p> <p>the promotion of presentations in the social networks (such as <i>SlideShare</i> and others).</p>
Organizing interactive promotional campaigns	<p>the organization of webinars;</p> <p>the organization of virtual flash mobs;</p> <p>the participation in online campaigns;</p> <p>the organization of brand related surveys;</p>

⁵¹Developed by author; Data received from Halilov (2017)

	the organization of exclusive product/service trial offers (sale coupons, free webinars)
The creation and promotion of interactive elements	the creation and development of promo-applications; the development of product placement strategies in promo-applications; the establishment of internet shop branches (applications); the expansion of widgets.
Working with opinion leaders	the establishment of social relationships with the powerful users (those who have many followers or friends); the organization of the sampling promotion for bloggers (distributing sample products for testing); the attraction of celebrities to the brand communities; the establishment of closed communities to work with opinion leaders.
Virus marketing	the creation and distribution of memos; the creation and distribution of virus information content.
Personal branding	the creation and development of the personal profile pages; the creation and development of promo-profile page; the maintenance of the blogs from the promo-profile page; the promotion through the professional services networks (such as <i>LinkedIn</i>)
Communicative activity	the establishment of communicative relationship with target audiences through blogs and forums; the establishment of hit lines in thematic communities (groups); the resolution of negative feedbacks in social communities (groups); the publication of content in communication spaces; the presence of the brand representative in popular thematic social communities.
Rating and Tops	the improvement of the brand presence in rating sites (such as <i>Яндекс.Блог</i>)

Crowdsourcing: Afterwards, the growing popularity of social web technologies as innovative sourcing model has led to the emergence of the phenomenon «crowdsourcing». The emergence of crowdsourcing is related with the development of four socio-technological trends in the market: 1) the rise of amateur; 2) the emergence of open source software; 3) the development of Web technologies, and 4) the creation of online communities.

The term «crowdsourcing» was first introduced by Jeff Howe and Mark Robinson in a Wired Magazine article in June 2006, that defines crowdsourcing as «the act of taking a task traditionally performed by a designated agent (such as an employee or a contractor) and outsourcing it by making an open call to an undefined but large group of people». The different interpretations of the term

crowdsourcing are conflicting with each other, confusing the term with other germane concepts - such as Web 2.0, e-commerce, outsourcing, social media and others.

For instance, Lapidus (2016) suggests a more specific definition of the term, describing it as the organization of people («crowd») in the process of creating, financing, manufacturing, developing a certain project/product/service voluntarily with the aim to add a consuming value and receiving profit through the increase of the consumer demand for the project/product/service or the solution of socially significant problems through the crowdsourcing platforms. While Saxton et. al (2013) views crowdsourcing as a type of sourcing model that lies at the intersection of outsourcing and sophisticated internet technologies. Saxton et. al. believes that it is not an innovative model, as defined by many academics in the field, and argues that such confusion regarding the concept «crowdsourcing» comes from the understandable, yet excessive attention by the media on the several high-profile examples -such as *InnoCentive*⁵², *iStockphoto*⁵³ or *Threadless*. In fact, at the core of crowdsourcing lies the idea of outsourcing, and companies used to employ this method even before the emergence of the buzzword crowdsourcing. Indeed, the only difference of crowdsourcing from outsourcing is its deployment through innovative technologies (specifically, innovative communication channels – social platforms), that allows to expand the outsourcing mechanisms not only for a particular group of people or communities (as it used to be in the past), but to the mass crowd of people.

However, Howe (2008) argues with this view, describing that outsourcing is hiring someone to complete a task and it assumes to end any relationships with the task provider after the work is completed. Whereas, crowdsourcing assumes to

⁵²InnoCentive – is a crowdsourcing platform that allows organizations to publish challenging tasks to the crowd, and remunerates the contributor after the successful completion with the award amount reaching up to USD 1,000,000.

⁵³ The website “iStockphoto” was created in 2000 by Bruce Livingstone, who is a web designer, entrepreneur and former musician, with the purpose to share photographs and improve designing skills with other designers he knew. As the community of designers and photographers expanded within the website – Livingstone started to charge fee (twenty-five cents per image, at that time). iStockphoto became popular very soon, undercutting the large stock-photo companies by 99 percent. In 2006, Livingstone sold iStockphoto for USD 50 million to Getty Images, making revenue of USD 72 million to Getty Images in the following year (by selling around 18 million photos, illustrations and videos).

involve people in completing certain task with the inner self-motive that allows them to find more innovative and creative solutions, and establish a long-lasting relationship with the contractor for further collaboration. For instance, the case of Linux operating system⁵⁴ that was developed by a crowd – a community of like-minded people were able to develop a better product than one of the giant market-leader companies, like Microsoft, is one of the greatest examples. Howe believes that the best person to do a job is the person who is willing to do it – and this is the core strategy of crowdsourcing. The case of Linux operating system has further extended the importance of open source software systems⁵⁵ that has led to the mass promotion of crowdsourcing systems.

Further misconceptions assimilate the notions crowdsourcing and the social media. Although, crowdsourcing has many similar technological features that represent the technical aspects of the term «social media», but in the core the crowdsourcing applications are quite distinct from the features of pure social media. In fact, crowdsourcing does not only actively involve a diverse crowd of users but actively control online communities through sophisticated management schemes, and expect that the crowd or community of internet users share their information and knowledge. Thus, crowdsourcing can be ultimately described as the umbrella term for various approaches that all focus on collecting some contribution from the crowd, while the nature of these contributions significantly differs from each other.

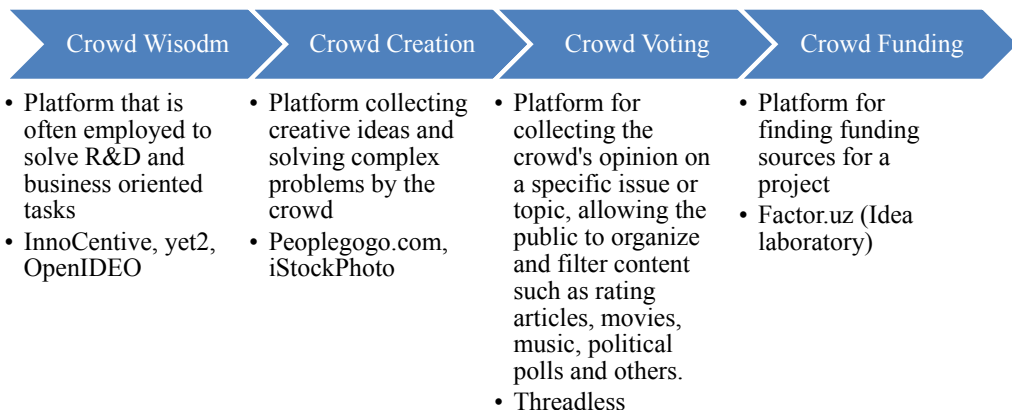
The research presented by E. Estelles-Arolas and F. Gonzalez-Ladron in the Journal of Information Science in 2012, reviews around forty different descriptions of the concept and provides the most complete definition of the term:

⁵⁴ In 1983, a computer scientist – Richard Stallman founded the GNU Project (organized by Microsoft) with the aim to create an operating system based on freely available source code, which has later initiated the emergence of “open source software”. By 1991, a group of computer scientists have almost completed writing the codes for the new operating system, with the last piece (the kernel – that is the core of an operating system) being left uncompleted. The completion of the GNU Project wasn’t expected for at least two more years. At that time, a Finnish computer science student – Linus Torvalds, wrote his own piece of kernel as just a hobby – that was soon named Linux. The Linux case extended the importance of developing open source software systems.

⁵⁵ Around 70 percent of Webserver software runs on the Apache Webserver that was developed through open source software website. The popularity of these software is growing dramatically. For instance, the open source software development website, like sourceforge.net has more than 175,000 ongoing open source projects hosted on the web.

«Crowdsourcing is a type of participative online activity in which an individual, an institution, a nonprofit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task. The undertaking of the task, of variable complexity and modularity, and in which the crowd should participate bringing their work, money, knowledge, and/or experience, always entails mutual benefit. The user will receive the satisfaction of a given type of need, be it economic, social recognition, self-esteem, or the development of individual skills, while the crowdsourcer will obtain and utilize to their advantage what the user has brought to venture, whose form will depend on type of activity undertaken»(Daren, 2013).

Initially, most of the crowdsourcing tasks included computing related activities (such as writing a few lines of software code). Although, such tasks are continuing to be offered, modern businesses implement crowdsourcing methods for effective assignation of labor resources to a wide range of tasks (Khasraghi&Tarokh, 2012).⁵⁶The analysis of the relevant literature allows to distinguish four basic types of crowdsourcing: 1) Crowd Wisdom (collective intelligence); 2) Crowd Creation; 3) Crowd Voting; 4) Crowd Funding (see Picture 1.3.1).



⁵⁶ For example, Wikipedia successfully demonstrates the effectiveness of crowdsourcing techniques, as today, it has around 2.2 million articles – that is 23 times more than the number of entries in the Britannica (only in English alone).

Picture 1.3.1. Key crowdsourcing types.⁵⁷

The author improved the taxonomy of crowdsourcing systems introduced by Gieger et al. (2011).⁵⁸ These improved dimensions include 1) preselection of contributors; 2) accessibility of peer contributions; 3) aggregation of contributions; and 4) remuneration for contributions. The first dimension, *preselection of contributors*, covers the activities related to announcing the task (through open call, publishing in restricted groups, or crowdsourcing oriented platforms). At this stage, task providers may set minimum criteria to qualify for the project - *the qualification-based preselection*⁵⁹; or restrict the auditorium to a specific target group – *context-specific preselection*⁶⁰. The second criteria, *accessibility of peer contributions*, indicate the level of access to other contributors' works – that are reflected by the degree of access that is allowed by a crowdsourcing platform (none, view - 99designs, assess - YouTube, TripAdvisor, iStockphoto, and modify - Wikipedia, OpenStreetMap). The third feature is – *aggregation of contributions*, that describes how crowdsourcing organizations achieve their goals through crowdsourcing processes. These contributions are divided into two types – *integrative* (Wikipedia, iStockphoto) and *selective* (InnoCentive, Dell IdeaStorm) processes. Contributions are considered as integrative when all are compounded to complete the final project, and considered as selective when partially (selectively) used to fulfill the project. The final criteria, *remuneration for contributions*, defines the way contributors are compensated – *fixed* (LiveOps), *success-based* (InnoCentive, or Yahoo Contributor Network), and *no remuneration* (Wikipedia)(Geiger, Seedorf, Schulze, Nickerson, & Schader, 2011).

⁵⁷Developed by author; Data received from Strategic and Competitive Intelligence Professionals (SCIP), 2014.

⁵⁸Gieger et al. (2011) have reviewed more than 46 web-based crowdsourcing platforms and distinguished four dimensions of crowdsourcing processes

⁵⁹ For instance, 99designs logo store requires the applicants to have won at least one design contest.

⁶⁰Some organizations restrict the crowd to their customers (e-Rewards) or employees (InnoCentive@Work). This is because the company is interested in the opinions or knowledge of their customers or employees.

Product development

- The main purpose is to get input and advice from existing end users, or even allow the crowd to design the company's products/service;
- More quick and effective way of collecting customer feedback.

Advertising and promotion

- The use of crowdsourcers for rather laborious, menial tasks which the hiring company has neither time nor manpower to complete themselves;
- The use of experts who are used by other companies to support in creating and developing advertising and promotional campaigns, that are usually time consuming and labor intensive.

Marketing research

- Crowdsourcing can be implemented in completing marketing research, as most of the tasks placed with the crowdsourcing websites replicate traditional research activities;
- The effectiveness of implementing a crowdsourcing approach for consumer research might be affected by the following factors:
 - 1) Doubts related to the responses being accurate and not affected by the payment that is provided by the company;
 - 2) Uncertainty of whether the respondents who are taking part in the research are representative of the target population.

Picture 1.3.2. Crowdsourcing applications in marketing.⁶¹

The analysis of the market allows to group the marketing applications of crowdsourcing into three directions: 1) product development; 2) advertising and promotion; 3) marketing research (see Picture 1.3.2.)

The research identifies two general ways of offering crowdsourcing – (1) through publishing available tasks on their own websites, (2) or through the services of online websites or crowdsourcing intermediaries which act as markets for customers to interact with the crowds. Some scholars refer to these sites as «ideagoras» or marketplaces of ideas. The bright representatives of such websites include Your Encore, InnoCentive, Sourceforge.net⁶², IdeaStorm, NineSigma or applications such as - SETI@home,⁶³ social communities and companies such as – PLUG Independent Music Awards⁶⁴, iStockphoto, Threadless.

⁶¹Developed by author; Data received from Whitla, 2009.

⁶² Currently, there are more than 175,000 ongoing software development projects hosted on the website.

⁶³ SETI (Search for Extraterrestrial Intelligence) project was launched by the University of California at Berkeley, that scans data (radio waves) received by huge radio telescopes, through recording and analyzing them automatically on super powerful computers, with the purpose to prevent anomalies on the Earth. Later, in 1997 a group of scientists (astronomers and computer professionals) proposed to recruit the public to donate a computer time to analyze recordings, where users were required to download a screen saver (that would pop up on the display whenever computer is not used for a particular time period, complete the task and send it back to the main server). The analysis show that this allowed to save around 3 million years of computing time, with the 5.2 million contributors by 2005.

⁶⁴ PLUG Independent Music Awards is counteracting of Grammy Awards, that is hold annually to award best musical accomplishments. The difference is that PLUG is organized and attended by amateurs and webcasted

Furthermore, crowdsourcing offers the wide opportunities to businesses in undertaking effective marketing activities. The major benefit that the company gets outsourcing their tasks to a crowd is that they can gain access to a very large community of potential workers who have a diverse range of skills and expertise and who are willing and able to complete activities within a short time-frame and often at a much reduced cost as compared to performing the task in-house (Gatautis&Vitkauskaite, 2013). Although, crowdsourcing presents huge opportunities in the market, there are concerns related to the legal and ethical issues (replacing company's inside highly-paid employees with much lower-wage workers from outside the company) that should be thoroughly considered by the management.

Mobile marketing: The analysis of the global marketing tendencies underlines the enormous opportunities for businesses (specifically, establishing effective communication channels with consumers) enabled by mobile marketing. Hence, being one of the most valuable marketing approaches in the Customer Relationship Management (CRM) strategy of the company. The presence of SIM (Subscriber Identification Module) smartcards is another major benefit of mobile marketing that allows businesses to perform personalized promotions and establish real time communication with their potential consumers. However, it is believed that mobile marketing should not act as a sole strategy, instead should complement other marketing techniques in order to improve the company's competitive advantage (Smutkupt, Krairit, & Esichaikul, 2010; (Dickinger, Haghirian, Murphy, & Scharl, 2004).

The academic literature provides a large amount of discussions on mobile marketing. Dickinger et. al. (2004) defines mobile marketing as «using interactive wireless media to provide customers with time and location sensitive, personalized information that promotes goods, services and ideas, thereby generating value for all stakeholders». Subsequently, a more recent view on mobile marketing describes

online, while Grammy is organized, managed and attended by professionals and broadcasted through television across the nation.

this mode of marketing activity as the use of mobile phones to provide consumers with time and location specific, personalized information that is applied to promote products, services and ideas (Persaud&Azhar, 2012). Apparently, the most complete description was provided by the Mobile Marketing Association (MMA, 2008) that defines mobile marketing as «a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network».

Subsequently, the marketing opportunities of mobile marketing can be defined with the following socio-technological features of the device 1) ubiquity – the ability of users (consumers) to receive relevant information and make transactions in any time and location; 2) personalization – mobile phones are viewed as highly personal devices for both teenagers (method of self-expression through mobile phone covers, special ringtones) and adults (contains important information – contacts, documents, photos and messages); 3) two-way communication – mobile phones are «always on», making it the most effective two-way communication tool⁶⁵. 4) localization – the ability to identify geographical location of the mobile user through GPS (Global Positioning System); 5) industry background – mobile marketing is a high promising direction in the marketing discipline⁶⁶.

The review of the relevant researches and analysis of practical applications in the market allows the researcher to distinguish mobile marketing tactics into twelve main types of mobile use in the modern marketing practice (see Picture 1.3.3).

⁶⁵ According to the survey, 84 percent of people worldwide could go a day without a mobile phone(Teo, 2016).

⁶⁶ In 2009, on average 4.1 billion messages were sent in United States per day(Smutkupt, Krairit, & Esichaikul, 2010).



Picture 1.3.5. Innovative mobile marketing techniques.⁶⁷

In addition, mobile payments (mobile wallet) became as one of the vital directions of mobile marketing. Considering that the innovative marketing is built on modern social and digital technologies, the promotion of the electronic payment plays a crucial role, that ties up with other innovative strategies of the business. Therefore, pairing mobile phones with financial transactions offers huge opportunities for both - mobile industries and financial service providers⁶⁸(Biswas & Asif, 2013), as well as any business performing innovative marketing strategies.⁶⁹

⁶⁷Developed by author.

⁶⁸ The number of mobile banking users are forecasted to double reaching 2 billion from 2015 to 2020(Fister, 2016).The key reason for such a rapid uptake in the popularity of mobile payments is its simplicity and speed. The experience of some developing countries show that mobile financial services cover services from basic short messaging service (SMS) cash transfers to payments for even a taxi ride (Fister, 2016). Unlike mobile banking, which largely focuses on users with already existing bank account, mobile payment system provides an alternative payment method.

⁶⁹ Korzinka.uz have recently launched a project, that enables consumers to pay for their shopping through the mobile phones at cashiers.

CONCLUDING THOUGHTS ON CHAPTER I.

The following conclusions have been made for the Chapter I «Theoretical and methodological foundations of developing innovative marketing strategies in the market of information and communication services», of the current monograph work:

1. The research found that, although the significance of digital trade is growing, the international services classification regimes lack to provide a complete description of the data sources and methods for innovative business models, such as Facebook, Uber, Airbnb, Spotify, as well as products and services delivered through these platforms. The comparative review of measurement classification regimes (W/120, CPC Version 1 and 2, OECD, BPM5, MSITS, EBOPS and ISIC) found that even though most of them distinguish telecommunication services, computer and information services, and digital transactions; none have included innovative services provided through the internet platforms. The same condition is reviewed in the definition of information and communication services provided by the State Committee of the Republic of Uzbekistan. As the technology is constantly developing, the number of businesses and services covered under the term information and communication services also increase. Subsequently, the author suggests own definition for the term information and communication services - *«Information and communication services (ICS) are those services that are provided through the digital transactions (digitally ordered/platform enabled/digitally delivered), telecommunications and social networks.* “The proposed definition covers three major services sectors: 1) Services provided through the digital transactions; 2) telecommunication services; 3) social networking services.

2. The majority of academic views on the definition of the latest technological trends in the marketing discipline are split into three directions: 1) the extensions of Web 2.0 marketing; 2) the Web 3.0 marketing and 3) Semantic Web marketing. The author has provided the comparative analysis of Web evolution (Web 1.0, Web 2.0 and Web 3.0), and described the latter technological improvements as the

extensions of Web technologies in marketing. Thus, concluding that Web 3.0, being the latest technological trend in marketing, comprises three major technological components – Artificial intelligence, Internet of Things and Virtual Reality, that are expected to gain wider applications in advancing marketing activities of businesses.

3. The ideology of the new web is based on the mass collaboration that assumes to pursue economic democracy as an outcome of creating value for individuals by individuals, as people today are no more bound to geographical proximity. Thus, bringing forward the following two essential social trends to consider in developing strategic marketing directions: 1) the role of user-generated content have significantly increased; and 2) the power of consumers became immense.

4. Furthermore, the literature often views innovative marketing as the composition of technology and marketing activities. However, technology is not the comprehensive solution of innovative marketing, but rather technological progress changed the consumer behavior from one side, and allowed the creation of new marketing communication channels and tools from another side – that are considered to be innovative, in most cases. Thus, innovative marketing includes three key components: 1) Data (proper analysis, content), 2) Creativity (ideas, approaches), and 3) Technology. Accordingly, the following definition is formulated: *«Innovative marketing is a process of promoting the product/service to the targeted audience through the completely new or significantly improved marketing communication channels, tools, techniques, processes, procedures and ideas, in a creative and technologically improved way.»*

5. Crowdsourcing assumes to involve people in completing certain task (marketing applications include content creation, idea generation, customer insights, customer engagement, pricing and others) with the inner self-motive that allows them to find more innovative and creative solutions, and establish a long-lasting relationship with the contractor for further collaboration. The emergence of which is closely related with the development of four socio-technological trends in

the market: 1) the rise of amateur; 2) the rise of open source software; 3) the development of Web technologies; and 4) the creation of online communities.

6. Although, mobile marketing has a long practical background in the marketing industry, the latest market trends underline the wider marketing potentials of it. The research identifies and conceptualized the twelve trending marketing applications of mobile and wireless devices in the business practice: 1) Bluetooth/proximity marketing; 2) Mobile-optimized marketing; 3) Mobile wallet; 4) Mobile-optimized e-mail; 5) Near field communication (NFC); 6) Mobile apps; 7) Mobile search; 8) Geo-targeting; 9) QR codes; 10) Mobile social media; 11) M-commerce; 12) SMS/MMS. While, the development of Mobile wallet system as one of the fastest growing marketing directions in the global market, considering its vital role in the promotion of e-commerce market.

7. The global market analysis show that internet access and user penetration rates are growing in an extremely rapid pace. According to the estimates 53.7 percent of the global population will have access to the internet by 2021, in comparison to 46.8 percent in 2017. While developing countries have generated a more progressive growth (67 percent) than developed countries, during the period 2011-2016. This highlights increased opportunities for internet-enabled businesses in developing countries, such as Uzbekistan.

8. The revenue generated in the digital advertising is estimated to reach USD 266,238 million by the end of 2018, that is forecasted to increase 75 percent by 2020. According to the market estimations, the most lucrative forms of digital advertising in 2018, will be social media (USD 67,970.9), search engine advertising (USD 96,742.5), Video advertising (USD 27,798.9) and Banner advertising (USD 53,670.2). Besides, the global social media advertising market accounted for 18 percent (USD 43.78 billion) of the total digital advertising market in 2017. The largest contributor in the world is the US market, generating approximately USD 21 billion in 2017, that is a 22 percent share of the total digital advertising market in the USA. Other major contributors include Europe (USD 8,03 billion) and China (USD 8,16 billion).

9. Facebook, Instagram and YouTube are found to be the most famous social network platforms worldwide. Facebook has around 2.2 billion monthly active users, whereas YouTube and Instagram have approximately 1.9 billion and 1 billion active users respectively.

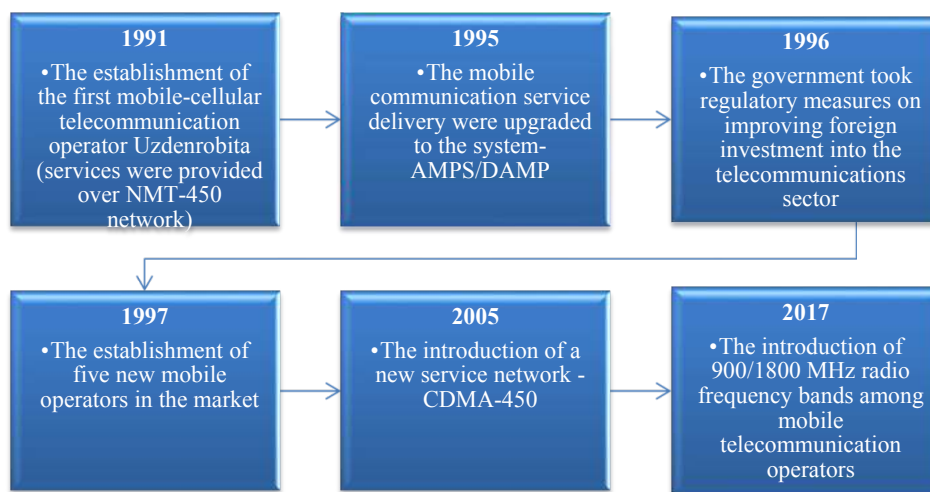
10. Mobile advertising is preferred over the desktop advertising. In fact, the market analysis indicate that the mobile social network penetration rate is on average 39 percent worldwide, with Eastern Asia (China is the largest contributor), Europe and USA being the highest users. Consequently, mobile social advertising spend amounted to USD 23.39 billion worldwide in 2017, while desktop social advertising reached USD 8.63 billion. This progressive growth of the popularity of mobile advertising over the desktop advertising is revealed in the increasing revenue received from mobile social media advertising, that performed significant growth between 2016 and 2018, that is forecasted almost to triple by 2022, reaching USD 134,292.7. While, the revenue received from social media desktop advertising is forecasted comparatively a mere growth, reaching USD 50,733.8 by 2022. This socio-technological trend opens up a new era of developing mobile businesses, while some of the bright examples of popularity of m-commerce and m-marketing in the national market include – MyTaxi.uz, Express24, Asaxiy.uz, Plovpoint.uz and others.

11. The research found that the most popular content types in the global market include blogland e-newsletters, with 93 percent and 89 percent of implementation rate as part of businesses' content marketing strategies respectively. This trend admits the importance of diversifying content types within the marketing strategy of businesses on social media platforms, as well as ensure that larger attention is directed to the development of blogosphere and e-mail marketing (e-newsletters).

CHAPTER II. THE STATE OF THE USE OF INNOVATIVE MARKETING STRATEGIES IN THE MARKET OF INFORMATION AND COMMUNICATION SERVICES

2.1. The analysis of the state of development of the market of Information and Communication Services: government and sectoral development programs

The sustainability of the economy and the society in the modern civilization is directly influenced by the presence of technological component in it. Certainly, the development of ICT has the potential to increase the efficiency of governments, leading them to a more open information exchange environment, and the increase of governments' transparency and accountability. Therefore, a comprehensive reorganization of the information and communication infrastructure in Uzbekistan is a priority direction of the state social policy and is effected in the number of state programs (Annex 6).



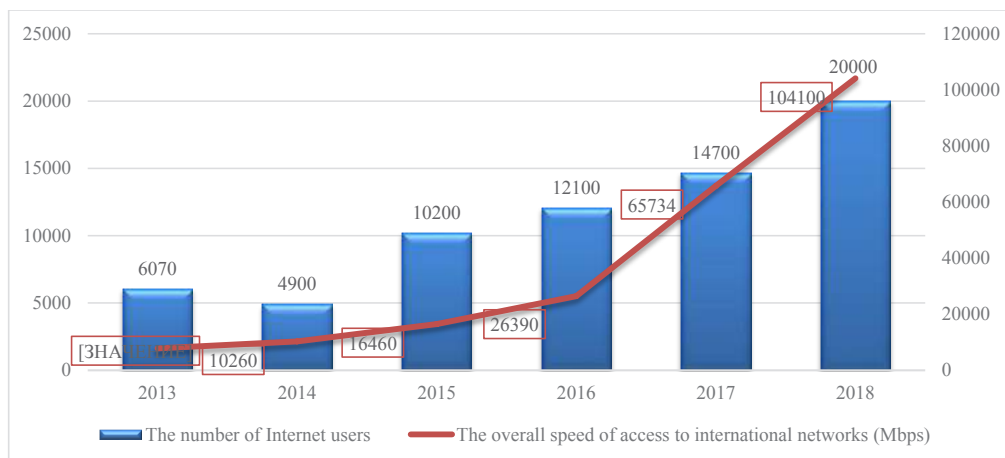
Picture 2.1.1. Telecommunication services development.⁷⁰

Since the independence, government have significantly advanced the national ICT market, through the realization of various projects directed on

⁷⁰Developed by author; Data received from the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan.

modernizing and developing telecommunication networks in the country (see Picture 2.1.1). Specifically, the installation of digital intercity stations in all regional centers of the republic, connecting the fiber-optic cables and digital radio-relay lines on trunk long-distance and intra-regional communication lines, the modernization of TV and radio transmissions and implementation of the wireless radio access system CDMA. Furthermore, the level of coverage of digital telecommunication networks of cities and regional centers of the republic reached almost 100 percent. At the same time, the level of coverage with telecommunication networks in rural areas of the country is around 90 percent, from which 52 percent is digital telecommunication networks.⁷¹

Direct communications using satellite and terrestrial digital networks were installed, in order to provide access to the international information networks, including Internet. Consequently, there was exponential growth in the number of Internet users and significant growth in the speed of Internet (see Picture 2.1.2.).



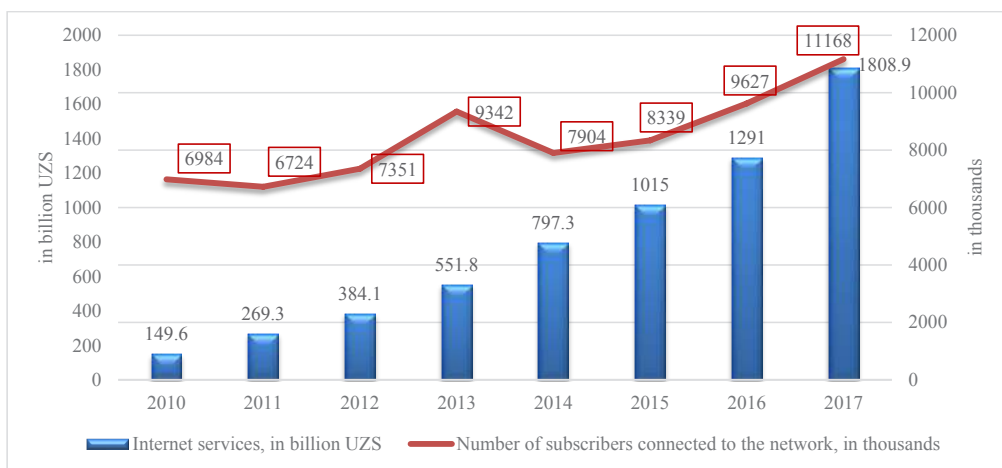
Picture 2.1.2. The overall speed of access to international networks (Mbps)⁷².

To compare, the revenue received from Internet services amounted UZS 149.6 billion and the total number of subscribers reached 6984 thousand people in

⁷¹ The system of telecommunications in Uzbekistan has direct international channels in 28 directions with the exit to 180 countries, connected through the fibre-optic and satellite systems.

⁷² Developed by author; Data received from the official website of the Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan. (2018 covers the period January-October).

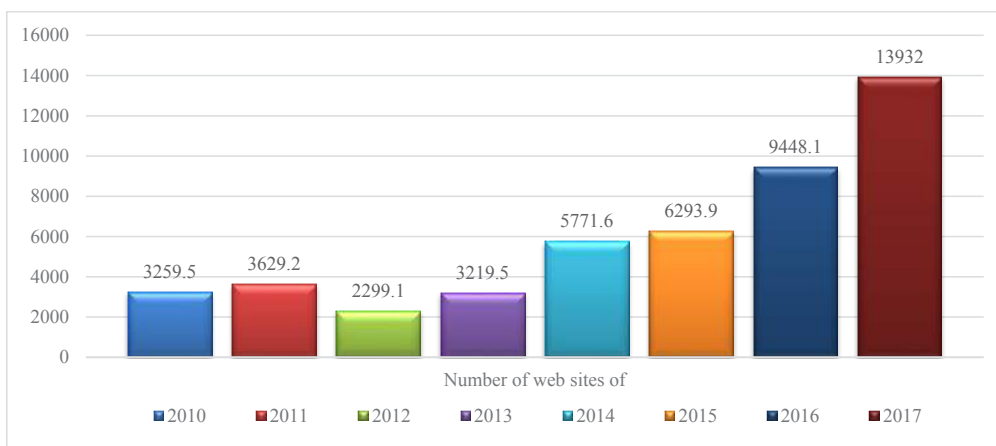
2010. While, the revenue received from Internet services increased more than 12 times reaching UZS 1808 billion, and the number of subscribers amounted 11,168,000 people in 2017 (see Picture 2.1.3). According to the Information and Communication Agency of the Republic of Uzbekistan, the number of Internet subscribers increased up to 20 billion people at the end of 2018, that highlights a rapid uptake in the coverage of the national population with the Internet network.



Picture 2.1.3. The growing dynamics of the volume of Internet services and the number of internet subscribers.⁷³

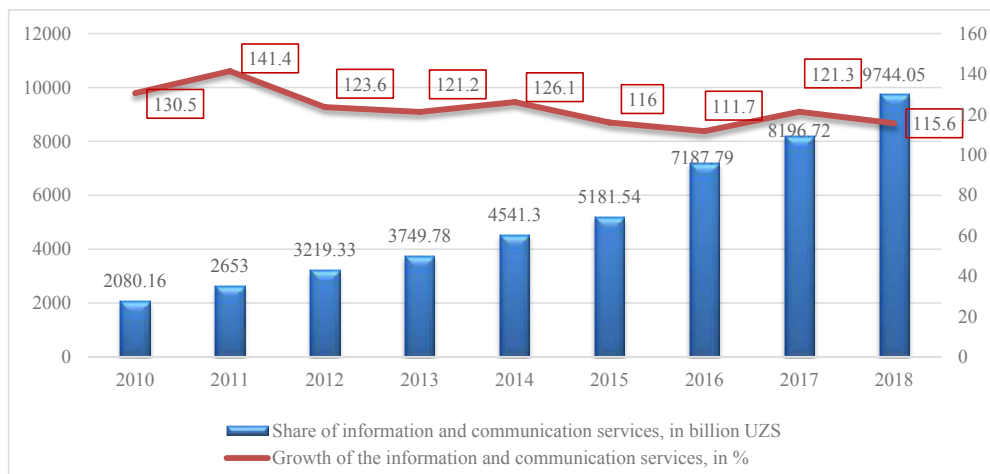
Alongwith the rapid Internet technology developments, the number of web sites established on the national domain www.uz have significantly increased, that have ultimately led to the extensive growth of activities related with the web site development and its maintenance. The total number of web sites on the national domain have reached 13932 in 2017. Interestingly, 83.3 percent out of which are legal entities, that is 4.2 times higher than in 2010, that underlines the growing potential of the national information and communication services market (see Picture 2.1.4).

⁷³Developed by author. Data received from the Statistics Committee of the Republic of Uzbekistan.



Picture 2.1.4. The growing dynamics of the number of websites on www.uz.⁷⁴

In 2018, the share of information and communication services in all services provided in Uzbekistan reached UZS 9744,1 billion, that highlights approximately 123,1 percent growth since 2010 (see Picture 2.1.5.). Indeed, telecommunication services comprise for 85,9 percent of all information and communication services provided in 2018, that includes mobile and wired communication services, Internet services, satellite communication services and others.



Picture 2.1.5. The development of information and communication services in Uzbekistan.⁷⁵

⁷⁴ Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics.

⁷⁵ Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics.

Overall, the market of communication services of the Republic demonstrating a stable growth over the past several years (see Picture 2.1.6). The share of communication services provided per capita was UZS 72.1 thousand in 2010, from which mobile communication services comprised for UZS 51.9 thousand (see Picture 2.1.7). These indicators have reached UZS 263.2 thousand and UZS 171.6 thousand respectively at the end of 2018, that signposts three times growth of the mobile communication market. Therefore, the decrease of the share of information and communication services in GDP is the outcome of the expansion of other services in the country.

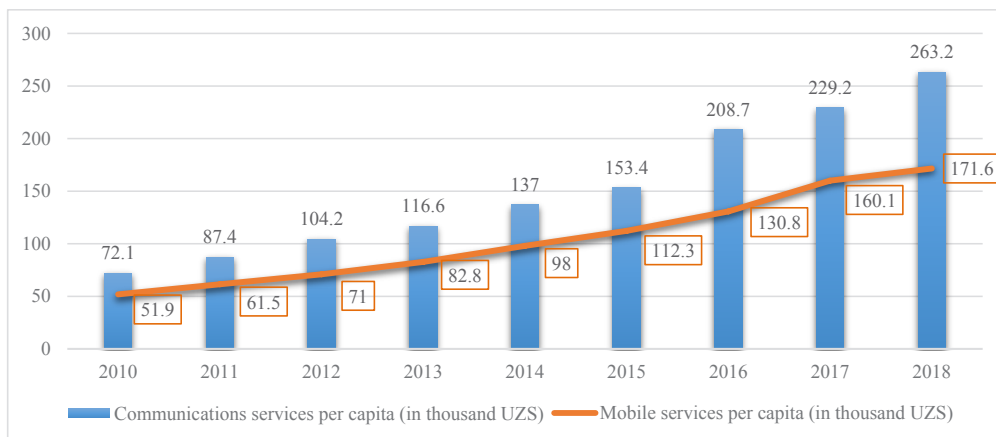


Picture 2.1.6. The share of information and communication services in the GDP of Uzbekistan (in percentages).⁷⁶

The dynamic growth of the mobile communication market is also revealed with the growing number of mobile subscribers in the country that reached 22.8 million in 2018. Currently, approximately 70 percent of the country's population have mobile phones, and around 35 percent of them have mobile internet connection. Such rapid and wide expansion of the variety of modern mobile communication services offered in the national market over the past few years, provide large opportunities to businesses operating in all sectors (such as, promotion information exchange through short messaging systems – SMS and

⁷⁶Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics.

MMS, mobile internet, conducting financial transactions and mobile payments, and others.



Picture 2.1.7. The share of mobile communication services in total communication services per capita.⁷⁷

Concurrently, the government is consistently undertaking activities on improving the mechanisms of interaction of state bodies with the population. This can be expressed with the establishment of a single portal for the provision of electronic government services, and the progressive implementation of the integration of modern information and communication technologies with the state bodies of the Republic.

The following developments are supported with the line of legal and administrative actions, that are enacted with the introduction of the Decree of the President of the Republic of Uzbekistan «On the Action Strategy for the Continuous Development of the Republic of Uzbekistan in 2017-2021». The Strategy of Action is broken into five major steps of the country's development, every single of which will be performed as a separate yearly State program (see Annex 7)(2017-the year of sweeping reforms, 2018). These reforms effected on the implementation of 437 actions containing 320 articles, the adoption of 29 laws and the improvement of over 900 legislative acts in a wide range of sectors of the economy and the society. The foremost directions of the state and regional

⁷⁷Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics.

programs enacted under the Strategy for Action are mainly concentrated on discovering measures of the everyday life issues of the citizens, safeguarding the balance between the state and society, implementation of innovative technologies in state administration, enhancement of public administration and creation of proper living conditions for people.

Many progress have been achieved under the state programs on advancing electronic state services⁷⁸. Specifically, the implementation of the electronic document management system - «e-Hujjat», that unifies the databases of more than 150 organizations; the rapid growth in the use of electronic digital signature keys (EDS), that have reached 1,929 in October of 2018(Ministry for the Development of Information Technologies and Communications of the Republic of Uzbekistan, n.d.); the establishment of the national legislation database of the Republic of Uzbekistan that includes more than 32.6 thousand regulatory acts; the organization of the portal for taxpayers, that is used by almost 99 percent of entrepreneurs; the establishment of the automated system for the electronic statistical reporting «e-Stat», that is successfully implemented by the majority of organizations; the development of the portal of municipal services and housing provides a range of different services, including the Reception and Processing complaints, the payment of municipal services and information about payment tariffs; the establishment of the Single portal, that provides quick and easy access to the more than 300 state services.

Furthermore, the restructuring of the government bodies with the purpose to formulate and oversee the implementation of the national strategy and the programs directed on the promotion of information and communication services in the republic have further promoted the development of the digital economy and society in the country.

⁷⁸ According to the findings of the survey “E-government for sustainable development”, EGDI Index of Uzbekistan was reasonably higher than the world average (0.54335), and subsequently, moved Uzbekistan to the 80th place in the world rank. At the same time Online Services Index of Uzbekistan moved to the 47th rank in the global scale, and the 3rd in the CIS region. While, e-Participation Index (EPI) of the country moved from 71th to 24th(Uzbekistan advanced 20 positions in UN e-government ranking, 2017).

The total number of registered businesses in January 2019 within the sector of information and communication services reached 7379 enterprises, including 209 joint venture enterprises, 38 large enterprises and more than 6500 small enterprises. These enterprises employ around 24,000 people and create more than 6,400 new jobs annually.

The number of new enterprises established within the sector of information and communication services in the Republic of Uzbekistan demonstrates a steady growth, that is followed with relatively low performance over the past two years. Besides, the number of employed population within the information and communication sector have increased by more than 12 thousand between 2010 and 2018, that is highlighting that the enterprises operating in the market are expanding in capacity rather than in quantity (see Table 2.1.1).

Table 2.1.1.

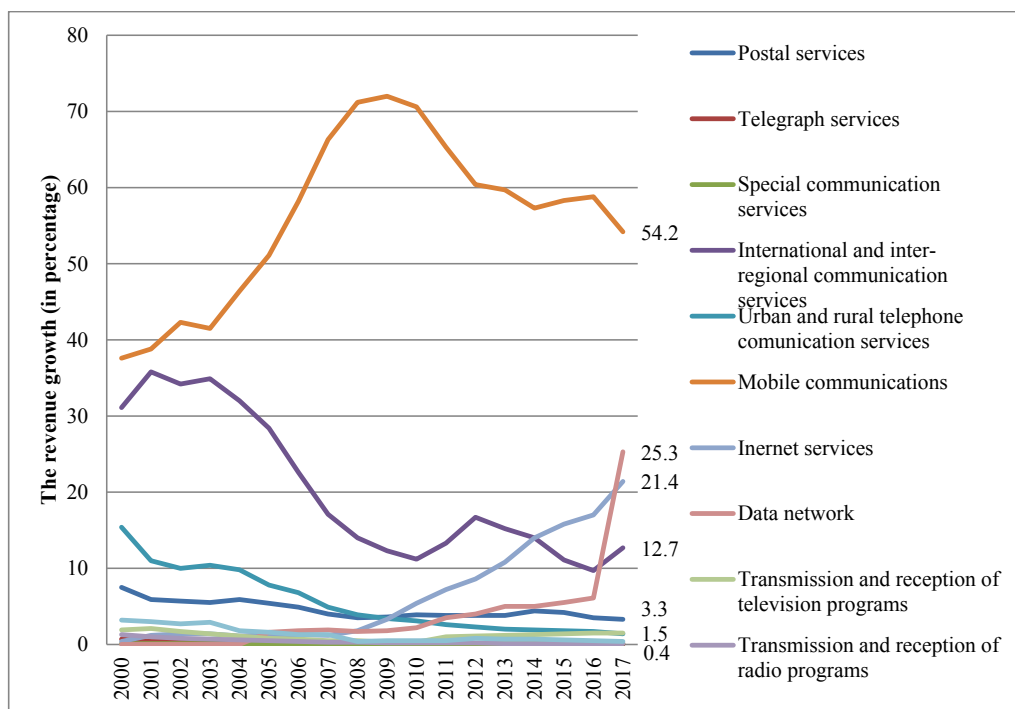
The development dynamics on companies providing ICS within Uzbekistan and their employees⁷⁹

YEARS	NUMBER OF REGISTERED ENTERPRISES	OPERATING ENTERPRISES	NOT OPERATING ENTERPRISES	CLOSED ENTERPRISES	NEW ENTERPRISE ESTABLISHMENT RATE	ENTERPRISE ACTIVITY RATE	NUMBER OF EMPLOYEES (IN THOUSAND PEOPLE)
2010	8564	7681	883	685	16,4	10,3	53,1
2011	9643	8456	1187	740	11,2	12,3	54,7
2012	10344	9134	1210	877	6,8	11,7	56,3
2013	10231	8959	1272	937	-1,1	12,4	58,0
2014	7383	6438	214	810	-38,6	2,9	59,8
2015	7448	6486	962	703	0,9	12,9	61,7
2016	7035	6370	665	794	-5,9	9,5	63,6
2017	6921	6427	494	983	-1,6	7,1	64,3
2018	6766	6403	363	681	-2,3	5,4	65,2

Concomitantly, the popularity of Internet (21,4 percent), data network (25,3 percent) and mobile communication services (54,2 percent) have also significantly improved, making them the largest revenue producers in the communications industry of Uzbekistan in 2017 (see Picture 2.1.8). More specifically, the revenue

⁷⁹Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

received from the Internet services have increased by more than 20 percent from 2016 to 2017. Alongside, the revenue received from data network had seen a rise of almost 76 percent during the same period of time, comprising one quarter of total revenue received from communication services in 2017. These statistics primarily underline the growing attention paid to improve the information and communication services in the country, and highlight growing industry potentials.



Picture 2.1.8. Revenue received by ICT companies from providing communication services to the population, during the period of 2000 to 2017⁸⁰

Furthermore, the Decree of the President of the Republic of Uzbekistan "On measures to further improve the sector of information technologies and communications" from February 19, 2018, highlights a number of problems impeding the provision of information services in the country, that includes: "the absence of integrated sales and marketing platforms in electronic commerce, the lack of online shops, the inefficient operation of online payment systems, as well

⁸⁰Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

as the lack of comprehensive logistics systems, that are suspending the development of the economy and entrepreneurship, and attracting foreign investment in the Republic.»

The following Decree further supports the activities of the Ministry for Development of Information Technologies and Communications of the Republic of Uzbekistan directed on promoting innovative conceptions in the real sector of public administration, promoting the growth of digital economy, including the introduction of integrated automated management systems in production, as well as creating favorable conditions for the development of electronic commerce platforms (*further referred as e-commerce*).

Table 2.1.2.
The total number of innovations implemented in Uzbekistan⁸¹

INDICATORS	2015		2016		2017	
	Quantit y	Share	Quantit y	Share	Quantit y	Share (in %)
Total innovations	1819	100	1906	100	2046	100
Total technologic innovations	1737	95,5	1816	95,3	1946	95,1
<i>from this,</i>						
completed by its own power	1413		1523		1786	
completed in collaboration with other organizations	117		117		72	
completed by other organizations	207		176		88	
Total marketing innovations	36	2,0	51	2,7	62	3,0
<i>from this,</i>						
completed by its own power	33		39		55	
completed in collaboration with other organizations	-		-		-	
completed by other organizations	3		12		7	
Total administrative innovations	46	2,5	39	2,0	38	1,9
<i>from this,</i>						
completed by its own power	40		29		29	
completed in collaboration with other organizations	1		-		6	
completed by other organizations	5		10		3	

Consequently, the number and coverage of e-commerce businesses have increased, and gained significant value in the national market of information and

⁸¹Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

communication services. In fact, e-commerce platforms trading through consumer electronics are the most popular in the national market (54 percent), that is followed by grocery products (23 percent). Concurrently, the market has seen a tremendous growth and gaining large popularity of the provision of e-commerce services provided through mobile applications (such as *Express24*, *Ploypoint.uz*, *MyTaxi* and others). The majority of these services offered through mobile applications include food delivery services and taxi services.

The completion of these goals largely depends on the promotion of contemporary management, manufacturing and marketing activities of businesses, that pursue the development of innovations. The growing attention is paid into the promotion of technological and marketing innovations in increasing the efficiency of the business activities providing information and communication services. In this line, it is crucial to note that total number of innovations implemented into the industrial sector of Uzbekistan in 2017 reached 20146, comprising 95.1 percent technological innovations, 3 percent marketing innovations and 1.9 percent organizational innovations (see Table 2.1.2).

The majority of technologic, marketing and administrative innovations are implemented into the manufacturing industry, that promoted the development of total 2776 innovations during 2015-2017 (see Table 2.1.3.). Other leading fields that are open for innovative activities include trade, scientific and technical activities, financial services, education and other large segments of the country.

Innovative efficiency of companies providing information and communication services in the national market was reasonably higher in 2015-2016, in comparison to 2017 that have instigated the implementation of only 27 innovations by 19 business entities. Furthermore, the growing tendency is revealed in the implementation of marketing innovations during 2015 and 2017, that have resulted in the development of total 149 innovative marketing projects. In fact, information and communication market is the leading segment involving marketing innovations (33.6 percent of total innovations) into their business activities during the same period of time (see Table 2.1.4).

Table 2.1.3.

The total number of innovations introduced in Uzbekistan by types of economic activity⁸²

INDUSTRY	2015	2016	2017	2015-2017.	
				Total	Share (in %)
<i>Total</i>	1819	1906	2046	5771	100
Manufacturing industry	787	834	1155	2776	48,1
Wholesale and retail trade	133	119	128	380	6,6
Professional, scientific and technical activities	144	181	53	378	6,5
Financial and insurance activities	132	170	34	336	5,8
Education	135	147	40	322	5,6
Mining and opencast mining	75	122	29	226	3,9
Information and communication	87	100	27	214	3,7
Transportation and storage	139	51	23	213	3,7
Building	59	41	49	149	2,6
Health and social services	28	38	7	73	1,3
other areas	100	103	501	704	12,2

Table 2.1.4.

The total number of marketing innovations introduced in Uzbekistan by economic activities.⁸³

INDICATORS	2015	2016	2017	Total	Share (in %)
<i>Total</i>	36	51	62	149	100
Mining and opencast mining	2		1	3	2,0
Manufacturing industry	14	8	19	41	27,5
Wholesale and retail trade	1	7	3	11	7,4
Transportation and storage	1	2	0	3	2,0
Information and communication	11	23	16	50	33,6
Financial and insurance activities	7	7	11	25	16,8
Professional, scientific and technical activities	0	1	10	11	7,4
Management and support services	0	3	0	3	2,0
Education	0	0	2	2	1,3

The implementation of marketing innovations in the information and communications sector of the republic will certainly increase the efficiency of the activities of business entities undertaken in all sectors. The expenditures on

⁸²Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

⁸³Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

marketing innovations in the information and communications sector reached UZS 803.3 billion in 2017, that makes 19.3 percent of total expenditures made on innovations within the republic. However, the share of marketing innovations in the total expenditures on innovations within the companies providing information and communication services have decreased from 3.01 percent to 1.29 percent during the period 2015 and 2017 (see Table 2.1.5).

Table 2.1.5.

The total expenditures on innovations within the information and communications sector in Uzbekistan.⁸⁴

INDICATORS	2015	2016	2017
Total expenditures on innovations in the Republic (in billion UZS)	5528,3	2571,4	4162,3
Total expenditures on innovations in the information and communications sphere (in billion UZS)	384,1	637,5	803,3
Share (in percentages)	6,9	24,8	19,3
Total expenditures in the sphere of information and communications (in billion UZS)	12775,3	47591,5	62347,5
The share of expenditures on innovations in total expenditures (in percentages)	3,01	1,34	1,29

To summarize, the advancement of information and communication sector plays a crucial role in the prosperity of the national economy. The development of ICT sector will ultimately lead to the promotion of innovations in all sectors, that potentially contributes to the establishment of competitive, productive and cost-effective production, increase workplaces, improve the level of exports, and advance the country's economy overall.

Thus, the government have taken a number of legislative and administrative actions directed on the promotion of this sector. The outcomes of these measures resulted in the rapid growth in the number of Internet users (more than three times growth) and significant improvement of the speed of Internet networks (more than thirteen times increase) since 2013; as well as the rapid growth in the number of mobile subscribers (almost four times growth) and the volume of mobile services provided per capita (more than three times growth) since 2010. Along with these

⁸⁴Developed by author. Data received from the State Committee of the Republic of Uzbekistan on Statistics

technological achievements, the government have increased the number of information and communication services provided within the republic, and subsequently expanded the revenue received from the provision of services within these market. More specifically, the revenue received from the Internet services have increased by more than 20 percent between 2016 and 2017. Alongside, the revenue received from data network had seen a rise of almost 76 percent during the same period of time, comprising one quarter of total revenue received from communication services in 2017.

Concurrently, the government is consistently undertaking activities on improving the mechanisms of interaction of state bodies with the population, that can be expressed with the establishment of a single portal for the provision of electronic government services; and the expansion of integrated sales and marketing platforms in electronic commerce; and steady growth in the number of information and communication services and marketing innovations. The accomplishment of the following measures oriented to upgrading the national ICT sector is focused to lay the foundation of the digitalization of the economy of Uzbekistan.

2.2. The analysis of implementing the elements of innovative marketing in the promotion of Information and Communication services in the Republic of Uzbekistan.

In the contemporary digital age, social media became a key marketing channel for the majority of companies, considering that today around 37 percent of the world's population actively engage in the social media platforms (Spredfast, 2018). This is related with the line of opportunities that SMM offers, such as: 1) e-WOM; 2) targeting; 3) non-advertising format; 4) interactive communication

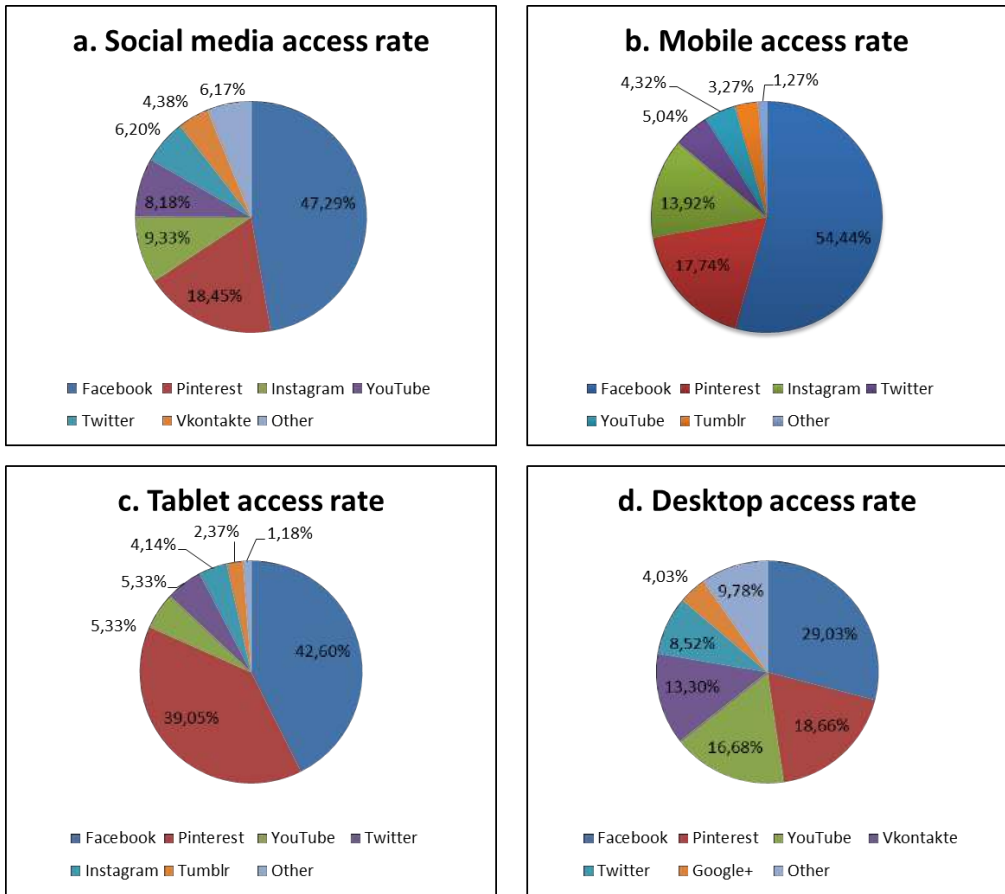
possibilities; 5) mass and diversified auditorium; 6) minimum required budget expenditures⁸⁵. Besides, the power of content delivered through social media

Currently, Facebook became as one of the most popular social media platforms in the world, and consequently most popular global business arena, with more than 2.2 billion monthly active users. Indeed, around 794 million (that is 38 percent) of the Facebook's monthly active users log-on from Asia Pacific, while Europe and United States comprise for 364 million and 239 million active monthly users respectively (Sehl, 2018).

Certainly, Facebook promises high potentials as a marketing communication channel for promoting national brands, considering that 47 percent out of all social media users in the national market are in Facebook (see Picture 2.2.1. a). One of the reasons of such a rapid expansion of Facebook was initiated by the introduction of Uzbek language option of the social media platform. Besides, the research found that the majority of Facebook users access the social media platform through mobile phones (54 percent) and tablets (43 percent) (See Picture 2.2.1.; b, c).

In this line, Pinterest and Instagram are also gaining an increasing popularity in the national market, with approximately 18 percent and 9 percent of access rate respectively. Interestingly, the majority of users, access Pinterest through tablets (around 39 percent), rather than through desktop computers (around 19 percent) or mobile phones (around 18 percent). Comparably, YouTube (approximately 17 percent) and VKontakte (around 13 percent) are mostly viewed through desktop computers. Therefore, and importantly, brands undertaking marketing activities on social media should consider the users' social media accessing device preferences and design marketing campaigns accordingly. For instance, the picture or infographic would be more effective (the sizes of which should fit an average smart phone's display), considering two facts: 1) the majority of Facebook/Instagram users access through mobile phones; 2) mobile advertising content viewing time is on average 2 seconds.

⁸⁵ The size of budget required for SMM depends on the complexity of promotion campaign. However, creating brand pages, channels and communities, and posting promotional content, establishing interactive B2C/B2B communications are free for the most cases.

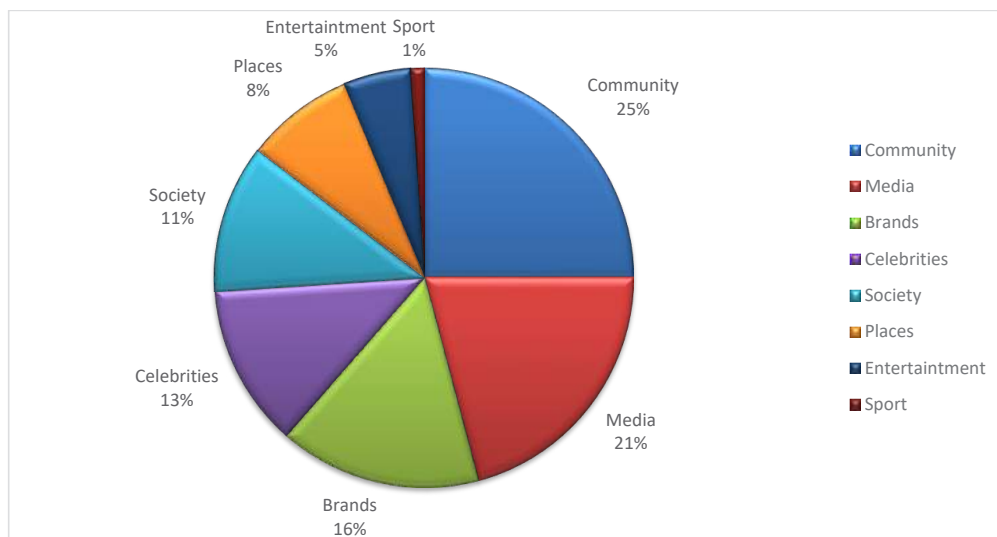


Picture 2.2.1. Social media use in Uzbekistan.⁸⁶

Further market trends signpost that the Russian social media platforms, such as *Odnoklassniki.ru* is being gradually replaced by *VKontakte* (4.38 percent in October, 2018). At the beginning of 2017, *Odnoklassniki.ru* had around 2.2 million registered Uzbek users (men - 72 percent; women – 28 percent) between the ages of 18 to 35, with 82 percent access rate through mobile phones (Sputnik Uzbekistan, 2017). Indeed, the popularity of *Odnoklassniki.ru* still remains significant in regions, and among older generation. This can be described with the following two reasons: 1) *Odnoklassniki.ru* offers Uzbek language option that is convenient for people who does not own sufficient knowledge of Russian language; and 2) considerably simpler interface of the social media platform, that

⁸⁶ Developed by author; Data received from Statcounter.com, valid for October 2018.

creates additional convenience for elder people⁸⁷; 3) The majority of the *Odnoklassniki.ru* audience is Russian and Uzbek speaking users, that feels inviting for most traditional people.



Picture 2.2.2. Share of Facebook pages.⁸⁸

The analysis of the user activities on *Facebook* in the national market found that the top three types of groups with the largest auditorium include communities (24 percent), media (20 percent) and brand pages (19 percent). Moreover, celebrity pages and society groups also claim to comprise the significant portion of audience in the national market, with 12 percent and 11 percent respectively (see Picture 2.2.2).

It is crucial to note that although the number of national businesses applying SMM techniques has relatively increased over the past several years, the quality and the effectiveness of SMM strategies remain low. This is primarily the outcome of insufficient well-informed SMM professionals available in the local market (Leader, 2018). The findings of the short interview-surveys among three

⁸⁷ The results of the experiment undertaken by the research group during the completion of the book “Marketing in social media” by Halilov (2017) found that the interface of the *odnoklassniki.ru* is significantly easier than other Russian social media platforms (particularly, *Vkontakte*).

⁸⁸ Developed by author; Data received from *Socialbakers.com*. *Calculation: The percentage of the total national followers of the top ten Facebook pages/communities for each group.

medium-sized national SMM firms underline the growing popularity of two key social networking sites: *Facebook* (40 percent females, 60 percent males) and *Instagram* (30 percent females, 70 percent males); and telegram messenger among communication messengers⁸⁹. All of these three surveyed SMM agencies do not own a deep analysis of social media platforms and auditorium characteristics, but rather rely on general market trends. In a nutshell, SMM strategy of the majority national brands focus on short-term goals—such as increasing the page followers/leads/brand presence/sales, rather than long-term marketing goals (Annex 8).

In fact, SMM activities of national brands have literally started with the spread of Facebook in the country. Although, the introduction of social networking site – Odnoklassniki.ru have seen a phenomenal popularity soon after its emergence in the national market, marketing activities of brands were almost inactive until the Facebook era. The current study reviewed the marketing activities of the fastest growing national brand pages and community groups⁹⁰ on social media platforms (Facebook). These include four major national telecommunication companies – UMS, Beeline, Ucell and Uzmobile; exclusive accessory producing brands – Kanishka Design and The Black Quail; technology manufacturing company – Artel; online technology retailer – Asaxiy.uz; retail market – Korzinka.uz; and product/service review oriented community for consumers – Потребитель.uz⁹¹.

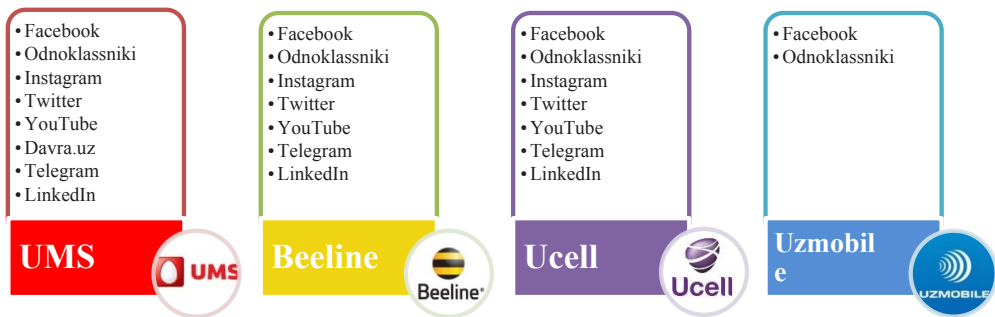
Telecommunication industry: Although, all four telecommunication brands have created social presence, their level of presence in each social

⁸⁹ The benefit of telegram messenger is that people voluntarily sign up for certain channels and groups, and any message received from these groups, are at least within the interest area of the user. At the same time, telegram messenger is a free app, that allows anyone to create free channels/groups, with mostly commercial purposes. On the other hand, sms marketing that is one of the most common mobile marketing tools in the national market is paid services. Therefore, the promotional/information campaigns through sms marketing are mostly hold by state authorities or large companies. However, such messages are often negatively perceived by users, as promotional messages sent on behalf of state authorities do not get “user permission”, and mobile phone owners are unable to unsubscribe from such messages (though, they are able to unsubscribe from company news and promo messages) (see Annex for more discussion).

⁹⁰ The selection of the brand pages and communities was based on statistics received by www.socialbakers.com. Specifically, the fastest expanding (by number of followers) brand pages/communities for October 2018 were selected.

⁹¹ Facebook community.

networking platform differ (see Picture 2.2.3). Specifically, all of these telecommunication brands are actively involved in social networking platforms - *Facebook*, *Odnoklassniki.ru* and *Twitter*; visual social platforms - *Instagram* and *YouTube*; messenger applications - *Telegram*. Interestingly, UMS is the only brand with the social presence in the national social networking platform – *Davra.uz*⁹². Whereas, Beeline and Ucell pages are more active (more posts, content shares and competitions) in comparison to UMS and Uzmobil. Brands share mostly advertising content, such as new service offerings or promotional videos with each post directing to the official website.

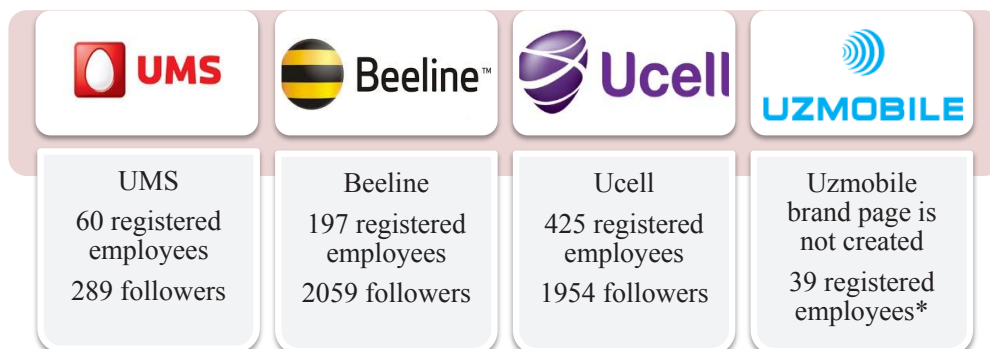


Picture 2.2.3. The social media presence of the top four national telecommunication brands.⁹³

⁹² Davra.uz is a national social networking platform with around 552 unique visitors daily (Web Analysis for Davra, 2017).

⁹³ Developed by author; Data received from UMS – www.ums.uz, Beeline – www.beeline.uz, Ucell – www.ucell.uz, Uzmobil – www.uzmobile.uz.

The corporate blogs of each telecommunication brands are not established, and communication with customers are enabled through other options, such as: UMS offers call center, call back and virtual reception services; beeline offers call center, online chat, virtual consultant and e-mail communication services; Ucell and Uzmoblie offers call center and call back services. Brand-owned applications



and *Telegram bots* are developed by all three companies. Additionally, Beeline is integrated with GoogleMaps (Beeline Guide application⁹⁴) and provides payment services through the additional online payment application – Beepul. Further SMM strategies oriented on customer engagement activities are revealed through personalizing consumer experiences (website version for visually impaired people – UMS and Uzmoblie), promotion through opinion leaders (celebrities – UMS (*Shaxzoda*), personnel branding (*LinkedIn*) (see Picture 2.2.4), and competitions.

Picture 2.2.4. The social presence of national telecommunication brands on LinkedIn.⁹⁵

In a nutshell, Beeline and Ucell have established good social presence in the web (*brand representation*). These brands have implemented various ways to interact and engage with their consumers (*customer engagement*). Although, companies often provide service related surveys on social media platforms and brand web pages, the company does not listen (*listening-in*) to consumers. For

⁹⁴ Beeline Guide provides 3D-panoramic photos of popular sightseeing places of Bukhara, Tashkent, Samarkand and Khiva. The application gained quick popularity with more than 1 million views of the users of GoogleMaps(3D-панорамы Узбекистана от Beeline в Google Маос набрали свыше 1 000 000 просмотров, 2017).

⁹⁵ Developed by author; Data received from www.linkedin.com. The data collected for Uztelecom - a parent company for Uzmoblie, the brand is not registered on LinkedIn.

instance, the company constantly receives customer complaints regarding the call center and inappropriate phone billing issues, but no improvements have been made (see Annex 9 a). Another case is revealed with UMS internet services issues. At the time, when company is receiving mass complaints on bad internet connection, the survey on «Which internet tariff plan would you prefer? » has been launched. The company has literally triggered the explosion of the audience and was thrown with more than 200 negative reactions in less than one day of the post's existence (see Annex 9 b).

Consumer electronics industry. The different approach is noticed in the activities of the national technology manufacturing brand—Cartel, that has recently introduced creative, yet very successful promotion campaign («Bormisizlar?»⁹⁶) focused on improving the customer relationship and customer engagement with the brand, as well as increase brand loyalty and sales. Instead of keeping subordination between the customers and the company, the communication is focused on improving consumer experiences through establishing personalized communication. Overall, the *Artel Facebook* page analysis show that the brand is very active. The company does not simply represent its products through direct advertising, but rather aims to engage with customers while sharing information about its products (see Annex 9d). Interestingly, *Samsung* – global technology manufacturing company, has twice more followers than *Artel*, but the average view of the posts is no more than ten users, except for promotional announcements and competitions (see Annex 9e). The large number of page followers are gained from the «typical» for the national market promotional competitions, that requires to share the post, like the page, and mention certain amount of friends in the comments in order to participate in the competition (see Annex 9f). Furthermore, the brand's tactic to share two same promo videos in two languages Uzbek and

⁹⁶ The idea of “Bormisizlar?” campaign was simple – to urge consumers write their reviews about the brand products/services. It is usual for most brands in the national market “to avoid” communicating with consumers, because of the mass number of complaints. For instance, many complaints were addressed to the call center of Ucell or UMS company, as consumers are literally unable to reach the operator to get customer support. “Bormisizlar?” campaign have, indeed, made the opposite – and thus attracted mass positive reactions (around 244 positive reactions – “likes”, 39 comments and 6 shares within few hours of its publication).

Russian have revealed interesting results (see Annex 9g). The Uzbek version have gained more reactions – «likes» and «shares» from the auditorium. In fact, *Artel* and *Asaxiy.uz* also post each content in both languages, and each post gains significant amount of audiences' attention. The similar trends are noticed with most other brands as well. Based on this findings, the following conclusion can be made: 1) the content should be interactive and engaging; and 2) the content should be presented in two (Uzbek and Russian) languages in order to attract wider audience.

Asaxiy.uz is the national e-commerce platform for consumer electronics. Although, posts made by the brand do not get as many «likes»/»shares» as *Artel*, these posts generate high leads to the brand website. The marketing tactic of the company aims to reach short-term goals – specifically, increasing sales, as each shared post about the product is followed by its price and the contact numbers, urging consumers to make quick shopping decisions (see Annex 9h). Furthermore, the brand has successfully implemented other consumer engagement tactics, such as attracting opinion leaders to promote its products/services (for instance, the entrepreneur - Zafar Khashimov) (see Annex 9i).

Other grocery and manufacturing industries. In contrast, *Korzinka.uz* focuses on long-term marketing goals, that aims to increase the brand presence in the social media, as well as gain customer loyalty. The *Facebook* page of the brand is followed by almost 37 thousand users. *Korzinka.uz* constantly shares informational, promotional and interactive content, and offers online catalog of products with prices. However, the majority of likes are gifted for interactive indirect promotional content (see Annex 9j).

The fashion clothing and accessories manufacturing brands – *Kanishka Design* and the *Balck Quail*, are significantly smaller companies in comparison with the previously reviewed brands. However, *Kanishka Design* have already built a strong social media presence in *Facebook* and is one of the fastest growing communities. The brand focuses on increasing the brand presence on social media through creating unique hashtags to promote its products, and increase sales and

leads through directing customers to the *Telegram* channel (see Annex 9k). While, the *Black Quail* is focused on increasing the brand image and brand loyalty, through organizing professional events directed on improving the quality of products (see Annex 9l). The brand also conducts online polls on social media with the aim to improve and upgrade current products according to the customer preferences (Listening-In) (see Annex 9m). The comparative view of *Facebook* pages of both brands show the significantly higher level of audience engagement in the *Black Quail*, and consequently resulting in almost four times more audience reaction for each post.

Content marketing (Facebook). Marketing through *Facebook* communities is another effective SMM tactic, that allows more efficiently target the content on product/service promotion. The common marketing instruments in social media community marketing are: 1) announcing competitions, that is mostly practiced by small businesses or new entries/product/services in the market; and 2) promoting the product/service through opinion leaders (see Annex 9n). Although, the potentials of social media community marketing are high, there are also many threats for businesses. The e-WOM is mostly created and spread in communities, and thus, it is vital for businesses to manage community conversations about the brand (see Annex 9 o).

Facebook, being the most demanded social networking platform in the national market does not provide communication blog, as for example, in *Vkontakte*. Therefore, conversations are accomplished through posting on timelines, that looks like microblogs. The analysis of *Facebook* pages allowed to categorize the widespread types of content in posts: 1) Master class (short photo/video training); 2) Informative posts; 3) Discussions with specialists (users will be provided with the opportunity to communicate with the field specialists); 4) Topic related photo/video sharing; 5) Survey and competition posts; and 6) Customer reviews (discussions).

Marketing through geo-location features. In addition, *Facebook*, as well as *Vkontakte* and *Google* (with Latitude service), offers geo-location services.

There are also geo-social platforms (such as *Foursquare*, *Untapped*, *FreeSonar*, *Localmind*, *AlterGo*, *Gowalla*, the local analogues of geo-social network *Yummy.uz* and others), that allow users to check-in the places, leave own reviews about the products/services received and compare what others have said about the place. The marketing goal is to increase competition among the «check-in» audiences, urging users to re-visit the place in order to be at front of the competition. Those who are the most frequent customers, usually are offered special discounts or gifts by the brands. The national geo-social platform *Yummy.uz*, that has already managed to gather 4,610 followers in *Facebook* page (valid for November, 2018). The mobile application – *Yummy.uz*, offers almost similar functions as *Foursquare*, and is steadily expanding its audience and gaining popularity in the national market. Although, *Yummy.uz* currently covers only restaurant businesses, the potentials for successful implementation of geo-location platforms as part of a marketing strategy of businesses can also be considered in industries like: 1) public food (café and restaurants); 2) clubs; 3) beauty salons; 4) gyms; 5) retail markets; 6) banks and 7) other service providing businesses. The marketing goal of geo-location sites are to: 1) increase the customer loyalty; 2) gather demographic information about the visitors/customers; 3) increase the quantity of visitors.

SMM activities of national brands. Furthermore, the analysis of the study of the national market demonstrate that the majority of small and medium-sized companies prefer to hire the agent services to complete marketing activities (particularly, social media marketing), rather than implementing internal resources. The primary reason is the lack of qualified and skilled SMM personnel in the country, and the reluctance of companies to train staff for SMM skills. While it is convenient and effective to outsource short-term oriented marketing projects, the long-term marketing strategies should preferably be kept internal, for two key reasons: 1) The creativity of SMM agents will finally stop and the similar promotion campaigns will be rotated among service providing companies.

Besides, the research groups the SMM activities of national brands into three main categories: 1) *Representation*; 2) *Engagement*; and 3) *Listening-In* (see Table 2.2.1).

Table 2.2.1.

Classification of SMM activities of national businesses.⁹⁷

Marketing activities	Marketing tactics	Marketing instruments
Representation	Creation and promotion of brand community pages	<ul style="list-style-type: none"> ➤ Creation and promotion of brand pages/groups/communities on social media platforms; ➤ Organization and promotion of events.
	Promotion through niche-social networks	<ul style="list-style-type: none"> ➤ Creation of product/service information on news channels; ➤ Connecting the brand with geo-social platforms (GoogleMaps, MapsMe, Yummy.uz); ➤ Promotion of product/service on visual social media platforms (Pinterest; Instagram); ➤ Promotion through brand applications; ➤ Promotion through recommendation social networking sites (tripadvisor).
	Content and media promotion	<ul style="list-style-type: none"> ➤ Writing and improving articles related to the product/service on Wikipedia; ➤ Creation and promotion of photo/audio/video content on social media platforms; ➤ Media advertisement on social networking sites; ➤ Placing advertising content (banners) in the social networking sites.
Engagement	Creation and development of company information spaces	<ul style="list-style-type: none"> ➤ Creation and development of corporate blogs; ➤ Integration of corporate websites with social networks; ➤ Integration of corporate telegram channels/bots; ➤ RSS-marketing; ➤ Creation and promotion of company hash tag; ➤ Customer support (engage with customers to post their feedback and concerns in social media applications related with the pre or post sales process); ➤ Generating leads through company communities.
	Promotion through interactive competitions	<ul style="list-style-type: none"> ➤ Organizing and participating on online competitions; ➤ Special offer for community group members for product/service use; ➤ Organizing free consulting services with specialists; ➤ Undertaking crowdsourcing activities (engaging with customers as part of product/service development and innovation processes).
	Promotion through the opinion leaders (the most followed users)	<ul style="list-style-type: none"> ➤ Cooperation in the social media with the opinion leaders (those who have most followers); ➤ Attracting celebrities to the social media communities or corporate blog.

⁹⁷Developed by author.

Marketing activities	Marketing tactics	Marketing instruments
	Virus marketing	➤ Creation and spreading virus information/content.
	Promotion through personnel branding	➤ Creation and promotion of personal/promo-personnel/staff profiles; ➤ Promotion of brand representatives through the professional services networks (LinkedIn); ➤ Participation of the company representative in the social media communities/corporate blog.
	Promotion through personalization	➤ Personalization of customer/user experience (product/service customization).
Listening-in	Promotion through market intelligence	➤ Listening-in actions of the brand with the aim to monitor the opinions and views of customers; ➤ Improving services/products in accordance with the received customer/user reviews.

The analysis of marketing activities of national brands on the social media found the following commonly encountered issues in the marketing activities of national brands on the leading social media platforms:

- The absence of pre-approved SMM strategic plans, that should include all significant stages of SMM strategy development:
 - 1) Identify target audience (Geographical factors, demographical factors, social factors);
 - 2) Identify the key objectives of the social media campaign;
 - 3) Justify the behavioral characteristics of the target audience;
 - 4) Define the proportion of promotional and neutral posts;
 - 5) Identify the effectiveness measurement metrics of the promotional campaign.
- The lack of effective communication (interaction) between the business and consumers.
- The inconsistency of the quality of product/service promised (through promotional campaigns) and its actual delivery.
- The implementation of social media as a sole marketing channel of the brand's strategic marketing orientation.

To summarize, SMM have started to massively develop since the proliferation of Facebook into the national market. Currently, *Facebook* became as

the most preferred social networking platform in Uzbekistan. The population of which comprises around 47 percent of all social media users in the national market. More than half of these users access social media platforms through mobile and tablet devices. This trend urges business to create mobile-friendly websites and content to achieve a higher customer satisfaction levels. Furthermore, it is crucial to admit that the largest audience is gathered by community and brand pages, turning them into attractive SMM channels.

Other effective social media platforms in the national market include *Odnoklassniki.ru*, *Twitter*, *Instagram*, *YouTube* and *Telegram* (messenger). Although the number of businesses applying SMM techniques has relatively increased over the past several years, the quality and the effectiveness of SMM strategies remain low, as a result of the number of key factors: 1) insufficient SMM professionals; 2) the lack of pre-agreed SMM strategy; 3) inconsistency of the product/service quality; 4) the implementation of SMM as a sole marketing strategy and others.

Furthermore, the study of the businesses operating in the national market and offering information and communication services through the social media platforms allows to classify the SMM activities of these businesses into three broad groups: 1) *Representation*; 2) *Engagement*; and 3) *Listening-In*. The classification of the level of SMM activities allow to accurately undertake analysis of the current state of the businesses and identify SMM development directions.

2.3. The monitoring and evaluation methods of the effectiveness of modern marketing techniques in promoting innovative information communication products and services.

As social media is expanding its business horizons, the role of SMM strategy development, as well as SMM activities monitoring and evaluation issues are becoming crucial for businesses. Although, marketing professionals admit the growing importance of social media platforms in the business world and provide

many practical expertise, less resources are directed to develop academic foundations of SMM. The current available literature provides different views and opinions on SMM, but no consensus on academic specifications have been reached yet, that have resulted in many contradicting opinions and views. Consequently, the research found it crucial to clarify the distinguishing features of the following four concepts that are often used interchangeably: 1) SMM strategy; 2) SMM plan; 2) SMM monitoring; and 3) SMM evaluation.

In general, *social media marketing strategy (SMMS)* is the set of goals and objectives of how a business will plan, execute, and evaluate all SMM activities. *Social media marketing plan (SMMP)* is the step by step description (guide) of how the marketing goals and objectives will be achieved through the combination of certain marketing tactics and promotional campaigns. *Social media marketing monitoring (SMMM)* is the set of activities focused on reviewing and tracking social media platforms (channels) for information about the brand/products/services/target audience, with the further aim to react and evaluate them. *Social media marketing evaluation (SMME)* is assessing the brand's activities on social media platforms with the preliminarily developed *key performance indicators (KPI)* and measurement metrics, that are proceeded on the basis of the brand's marketing goals and objectives.

Furthermore, it is worth to note that KPI and measurement metrics are also often confused with each other. In general, both of these measurement metrics are quantifiable, while KPI represents strategic goals of the brand and evaluation metrics represent tactical goals. For instance, if the KPI of the brand is to increase the brand awareness, the metrics of the brand could comprise user engagement rate or content ROI. More specifically, SMM metrics are the set of data and statistics that give you insights into the brand's SMM performance. The calculation and methodologies of these metrics may differ depending on the business's strategic goals, objectives, content mix and type of SMM channels implemented. SMM metrics are divided into universal and platform-specific metrics. Besides, the

development of KPI and measurement metrics are the integral part of SMM strategy planning of the brand.

Monitoring goals. Subsequently, undertaking SMM monitoring (auditing) and evaluation activities are crucial for businesses to understand the brand’s performance within the social media platforms. Although, monitoring and evaluation goals may vary depending on the industry of the business and strategic direction of the company, the key focus of these actions is to eliminate negativity and increase brand awareness within the social media platforms. (See Table 2.3.1).

In fact, SMM monitoring is part of the company’s SMM strategy and each thoroughly developed SMM strategy should include SMM monitoring techniques and evaluation metrics. However, around 60 percent of companies in the global market do not invest on developing SMM strategy, and social media activities are managed through *laissez-faire* policy. Apparently, the analysis of the national market found that more than 90 percent⁹⁸ of reviewed brands involved in the SMM do not focus on any monitoring or evaluation processes. Remarkably, businesses are considering the increase of social media presence of brands as the only key goal of SMM, and thus no (or less) resources are invested to digest the information about the effectiveness of SMM strategies and tactics applied by businesses. The monitoring and evaluation of SMM strategies of national brands are reviewed only by large enterprises, while small companies are more likely to act innovativeness and creativity on social media platforms. Misleadingly, most companies operating in the national market view the growth of the number of subscribers to the brand’s official page as the key success indicator.

Table 2.3.1.

The SMM monitoring goals of businesses.⁹⁹

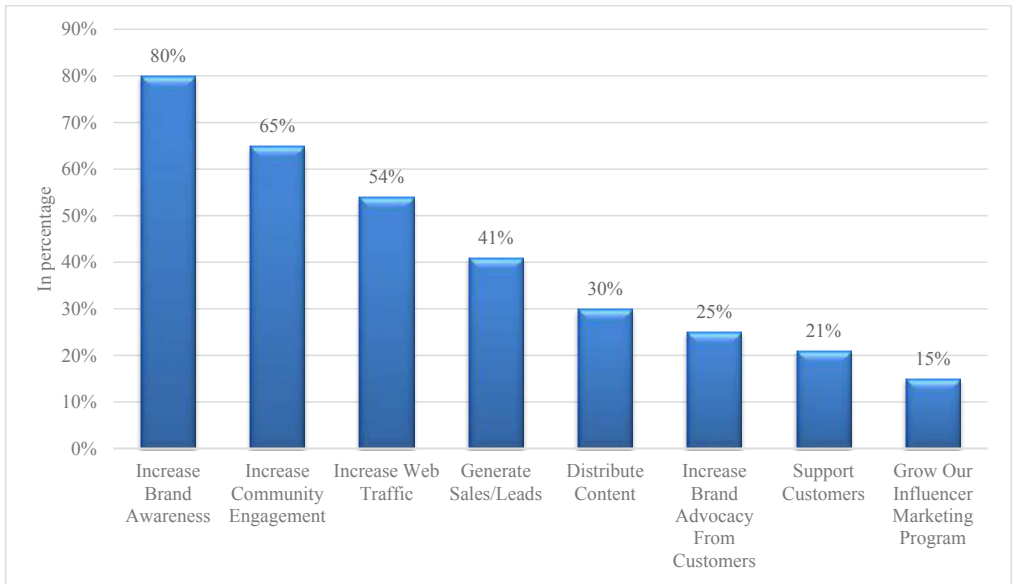
SMM MONITORING GOALS	SMM MONITORING GOALS DESCRIBED
Timely revealing and	The speed of WOM have become even faster with the

⁹⁸ The data collected from Oson.uz (online payment system); Challenge – the fitness center; Harmony – beauty SPA salon; PowerUp – energy taste drink; Inha – IT university; Hogwarts – kid’s education center; Promzona; Kommersant.uz .

⁹⁹ Developed by author; Data received from Halilov (2017)

SMM MONITORING GOALS	SMM MONITORING GOALS DESCRIBED
eliminating negative thoughts	emergence of Web, and consequently, social media platforms. The negative information about the brand may spread in few hours to a massive audience through social media platforms. Therefore, it is important to timely stave of the negative thoughts about the brand, as the sooner it is defeated the less budget will be required to eliminate.
Evaluating the effectiveness of the SMM movements (promotional campaigns)	Evaluation is another important direction of monitoring, as it allows to identify whether the promotional campaigns have achieved the goals of the marketing strategy or not. At the same time, proper evaluation and the summary of the data collected through the evaluation provides a SMM framework for the brand's target audience, allowing brand's to understand how to plan the next promotional campaigns.
Evaluating competitors' activities	Social media allows the easy monitoring of competitor's marketing activities, that allow brands to gain competitive advantage.
Receiving feedback	Feedback has always been an important source of product/service improvement. Social media monitoring allows to receive a feedback from not only customers, but also from potential customers who currently use competitor brand's services or products.
Discover thematic discussions	It will be purposeful to recommend a certain brand, in the discussion regarding that brand's industry. For instance, if several people are discussing what is the best gym in a certain district, the direct answer with brand's name would increase the brand's online presence and increase the customers flow.

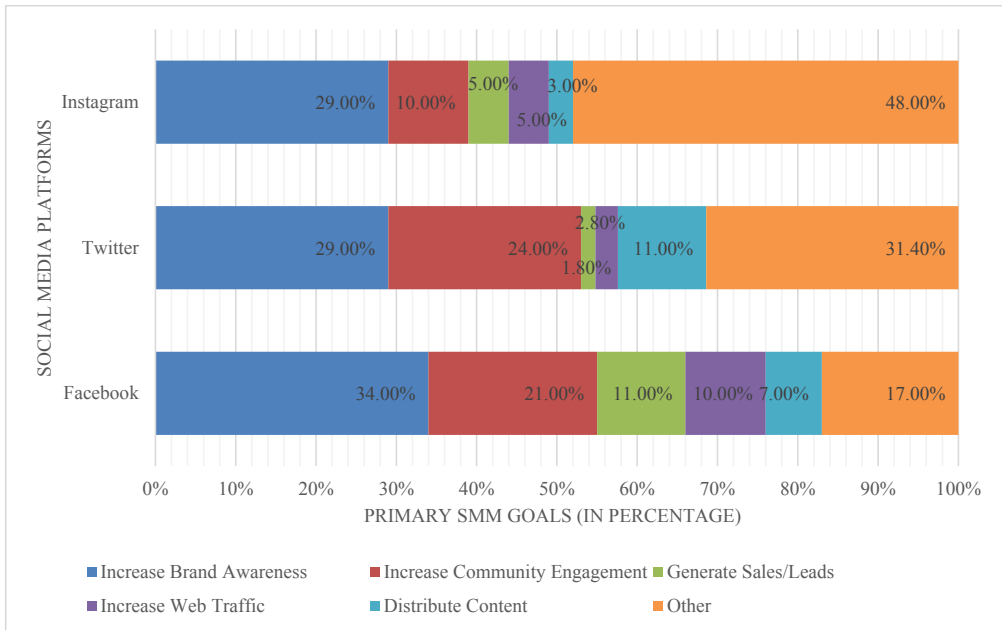
According to the survey results directed to identifying the key SMM goals of businesses in 2018, found that the majority of social marketers in the global market highlight the importance of four key goals: 1) increase brand awareness; 2) increase community engagement; 3) increase Web traffic; and 4) generate sales/leads (See Picture 2.3.1 and 2.3.2.).



Picture 2.3.1. Social marketer's biggest goals in social media platforms.¹⁰⁰

Monitoring methods. Furthermore, considering that the number and type of social media platforms are constantly expanding and proliferating into all aspects of human life, manual monitoring became time consuming. Therefore, most of the large companies have automated their SMM monitoring activities, through integrating with different computer programs and applications. The automated monitoring provides a number of benefits, such as permanent monitoring, automated systematization and analysis of the collected data - that provides significantly deeper analysis of the market (see Picture 2.3.3). Moreover, automated monitoring allows businesses promptly response to negative attacks on social media platforms, that will consequently decrease budget expenditures on its elimination.

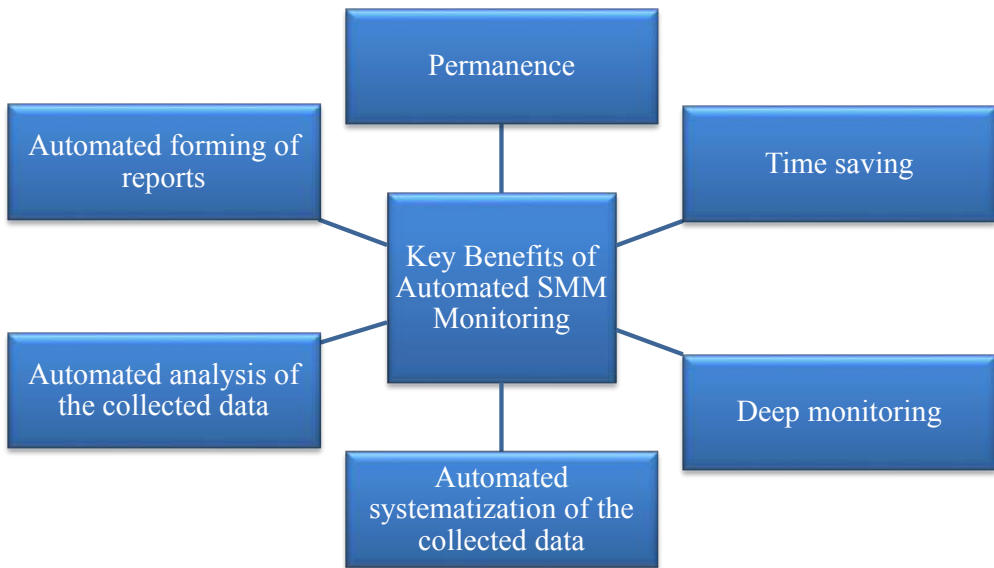
¹⁰⁰Developed by author; Data received from SproutSocial.com.



Picture 2.3.2. Social media marketer’s primary goals on selected social media platforms.¹⁰¹

However, automated monitoring is not always an optimal solution for the brand - preliminarily, because of the budget issues, as most of them require significant amount of budget to acquire. In general, manual monitoring is effective if the business is small, the product/service is very narrowly targeted or the company wants to study a certain social media platform. In most other cases, the analysis of manual monitoring does not show the full market picture and results might be incomplete or misleading.

¹⁰¹Developed by author; Data received from SproutSocial.com.



Picture 2.3.3. Primary benefits of automated SMM monitoring.¹⁰²

Currently, business market provides a wide variety of both automated and manual monitoring/evaluation software. Each software is unique, and the best matching software for the enterprise depends on what strategic goals the company is set for and the budget invested for SMM. There are also other social media management software tools that effectively manage the process, such as MeetEdgar, Raven, Hubspot, Social Flow, Iconsquare, SocialBro, SocialMention and many others (see Table 9).

While, all mentioned softwares are not free, almost all of them offer free trials ranging from 14 days to 3 months and demo versions. Furthermore, there also free social media platform extensions that provide good monitoring analysis. Facebook, for example, offers Facebook Pages Manager, that provides a detailed page analysis and offers a unified mobile interface that guides throughout the creation of a business page, up to evaluating the effectiveness of promotional campaigns and forth. Besides, Facebook Business services provide further paid

¹⁰²Developed by author

analytical features to gain deeper market insights. Moreover, TweetDeck is free monitoring tool that helps to improve accounts performance on Twitter.

Furthermore, *Яндекс.Блоги*¹⁰³ that could be easily deployed into marketing monitoring activities of national brands, provides the search for keywords within social media platforms and blogs, with wide filtering options. For instance, the search for the data within the last two weeks related to the internet magazine *Asaxiy.uz* shows that post comments come from *VKontakte* and *Odnoklassniki.ru* accounts, rather *Facebook*. This urges the brand to improve the brand presence and liveliness in *VKontakte* and *Odnoklassniki.ru*, rather than in *Facebook*, and allows the brand to more effectively plan SMM strategies.

In the current contemporary world, social media platforms became as one of the key marketing channels of businesses. As the number of social media users and the number of social media types continue to expand, the management, monitoring or evaluation is becoming overwhelming for social marketers. Many businesses (33 percent) in the global market have already invested on automated monitoring software, while the three fourth still struggle to manage the process manually. Indeed, 39 percent and 21 percent of social marketers respectively, reported that they need to have social media management software and social media analytics software to perform effectively within the marketing activities (SproutSocial, 2018). These statistics prove that the SMM monitoring and evaluation software is critical in managing the brand's online behavior and plan effective and efficient marketing solutions, while simultaneously, businesses understanding the power of SMM invest less resources on acquiring required software solutions. The key reason for this is the high prices for most SMM monitoring software designed for large companies, and the lack of professionals with the software management skills.

¹⁰³ <https://yandex.ru/blogs/search?lr=10335&redircnt=1544002999.1>

Monitoring and evaluation strategies of the national brands. Few of the national companies¹⁰⁴ that accomplish SMM monitoring or evaluation activities, rely largely on manual monitoring rather than automated. This is derived as a result of the following three key factors: 1) Low budget allocated for SMM management¹⁰⁵; 2) Shortage of qualified SMM staff or agents; 3) SMM is not run with its full capacity and thus does not require deep analysis. Remarkably, only 33 percent of social marketers have the required analytical software to manage social media accounts of brands (SproutSocial, 2018). Nevertheless, the review of the activities of *Korzinka.uz* on social media platforms have revealed that the brand implicates its *Facebook* page with *SproutSocial* SMM monitoring program. While, the level of integration with automated social media monitoring software of the marketing activities of the national brand – *Korzinka.uz*, remains vague¹⁰⁶.

The review of the social media monitoring and evaluation strategy of the national telecommunication brand – *Ucell*, provides a sample effectiveness measurement metrics and their calculation formulas developed for each social media platform separately (see Table 2.3.2). However, it is important to note that *Ucell* is one of the four large telecommunication brands in the country and thus, the company significantly contributes to the effective development of its marketing strategies. The majority of other businesses in the national market mostly outsource SMM activities owing to the fact that internal resources are mostly incapable to complete marketing activities on social platforms. Furthermore, it is crucial to understand that template monitoring and evaluation strategies should not be implemented to measure the effectiveness of SMM activities on all social media platforms. This is because people access different social media platforms for different reasons, and thus their behaviors on these platforms and their expectations differ depending on the platform type. This is a crucial part of

¹⁰⁴ The national telecommunication brand - Ucell, national technology manufacturing brand - Artel, retail market chain brand - Korzinka.uz, international university branch - WIUT, co-working space - C-Space and some other brands.

¹⁰⁵ The price of the social media management software for small and medium businesses start from USD 50 and higher, while advanced software for larger enterprises range from USD 700 to USD 2000.

¹⁰⁶ SocialSprout offers three months of trial use for free. Thus, the brand might only be using the trial version.

evaluating SMM strategies and requires the development of different KPIs, as well as monitoring and evaluation strategies.

Table 2.3.2.

The effectiveness measurement metrics and their calculation formulas developed by Ucell.¹⁰⁷

	MEASUREMENT METRICS	CALCULATION FORMULA
Facebook	The growth of the number of followers	[Number of followers for the current period] – [Number of followers for the previous period]
	The average number of comments per 1 post	[Sum of comments for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of reactions per 1 post	[Sum of reactions for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of shares per 1 post	[Sum of shares of all posts for the reporting period]/[Total number of posts for the reporting period]
	The average click-through rate per 1 post	[Sum of click through rate for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average rate (in percentage) of user engagement per 1 post	[Sum of the user reactions, comments, shares, click-through rate for all publications for the reporting period] / [Total number of coverage (views) for all posts for the reporting period]*100
	The growth rate of the average coverage (views) per 1 post	[Sum of total coverage (views) for all posts for the reporting period] / [Total number of posts]
	Decrease in the average cost of each 1000 shows	[Budget for all promotion campaigns for the reporting period] / [Number of total coverage (views) for all promotional campaigns for the reporting period] * 1000
	Decrease in the average cost of click-through rate to the website	[Budget for all promotional campaigns for the reporting period] / [Number of clicks on the links in all campaigns for the reporting period]
The growth of click-through rates to the website from social media platforms	[Number of click-through transfers from social media platforms for the current period]-[Number of click-through transfers for the previous period]	
Odnoklassniki.ru	The growth of the number of group members	[Total number of group members for the current period] – [Total number of group members for the previous period]
	The average number of comments per 1 post	[Sum of comments for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of likes (KLIACC) per 1 post	[Sum of likes for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of shares per 1 post	[Sum of shares of all posts for the reporting period]/[Total number of posts for the reporting period]
	The average rate (in percentage) of user	[Sum of the user reactions, comments, shares, click-through rate for all publications for the reporting period] / [Total

¹⁰⁷ Developed by author; Data received from Ucell Marketing Department.

MEASUREMENT METRICS		CALCULATION FORMULA
	engagement per 1 post	number of coverage (views) for all posts for the reporting period]*100
	The growth rate of the average coverage (views) per 1 post	[Sum of total coverage (views) for all posts for the reporting period] / [Total number of posts]
Instagram	The growth of the number of followers	[Number of followers for the current period] – [Number of followers for the previous period]
	The average number of comments per 1 post	[Sum of comments for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of likes per 1 post	[Sum of likes for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of shares per 1 post	[Sum of shares of all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of favorites (Избранный) per 1 post	[Sum of favorites for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average rate (in percentage) of user engagement per 1 post	[Sum of the user reactions, comments, shares, click-through rate for all publications for the reporting period] / [Total number of coverage (views) for all posts for the reporting period]*100
	The growth rate of the average coverage (views) per 1 post	[Sum of total coverage (views) for all posts for the reporting period] / [Total number of posts]
Telegram	The growth of the number of followers	[Number of followers for the current period] – [Number of followers for the previous period]
	The growth of the average coverage (views) per 1 post	[Sum of total coverage (views) for all posts for the reporting period] / [Total number of posts]
Twitter	The growth of the number of followers	[Number of followers for the current period] – [Number of followers for the previous period]
	The average number of comments per 1 post	[Sum of comments for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of reactions per 1 post	[Sum of reactions for all posts for the reporting period]/[Total number of posts for the reporting period]
	The average number of shares per 1 post	[Sum of shares of all posts for the reporting period]/[Total number of posts for the reporting period]
	The average rate (in percentage) of user engagement per 1 post	[Sum of the user reactions, comments, shares, click-through rate for all publications for the reporting period] / [Total number of coverage (views) for all posts for the reporting period]*100
	The growth rate of the average coverage (views) per 1 post	[Sum of total coverage (views) for all posts for the reporting period] / [Total number of posts]

The company uses the following table to transfer calculated coefficients to a qualitative data, and subsequently interpret the quantitative analysis and evaluate

the process (see Table 2.3.3). Apparently, the interpretation of the quantitative data to a qualitative description largely depends on the business's strategic goals and KPIs set at the SMM planning process.

Table 2.3.4.
The description of measurement metrics applied by Ucell.¹⁰⁸

MEASUREMENT METRICS	Excellent	Good	Satisfactory	Failed
Measurement metrics for evaluating the dynamics of brand followers				
<i>Coefficient of growth of brand followers</i> Calculation: (Number of followers for the reporting period / the number of followers for the previous period) – 1) * 100	More than 1	0.5 – 1	0.2 – 0.5	Less than 0.2
<i>Average number of views per 1 post</i> Calculation: (Total number of publication for the reporting period / total number of views) * 100	More than 7000	6000-7000	3000-5000	Less than 3000
Measurement metrics for evaluating the audience communication and engagement level				
<i>The average number of shares per 1 post</i> Calculation: (Total number posts for the reporting period / total number of shares of all posts for the reporting period) * 100	More than 8	4–8	2–3	Less than 2
<i>The average number of comments per 1 post</i> Calculation: (Total number of posts for the reporting period / total number of comments for all posts for the reporting period) * 100	More than 7	5–7	3–5	Less than 3
<i>The average number of audience engagement to the total number of posts</i> Calculation: Sum of the number of engagements for all posts for the reporting period (reactions+shares+ comments + click-through rate to the website) / sum of views for all posts for the reporting period * 100%	More than 6	4–5	2–3	Less than 2
Measurement metrics for evaluating the communication with SMM specialists				
<i>The average response time</i>	≤ 1 hour	≤ 3 hours	≤ 8 hours	≤ 24 hours

¹⁰⁸Developed by author; Data received from Ucell, Marketing Department.

<i>The average Response rate</i>	≥ 90%	<90%	≤ 70%	≤ 50%
Measurement metrics for evaluating the website click-through rate				
<i>Click-Through Rate</i> Calculation: (Number of click-through transitions to the website for all posts for the reporting period / number of views for all posts for the reporting period) * 100 %	More than 0.9	0.6 - 0.8	0.2–0.5	Less than 0.2

To summarize, although the national SMM market has significantly improved in the last few years, the activities of national brands should not be overrated. The majority of brands integrated with social media to increase the brand awareness and establish good brand communication. Indeed, SMM is much more than just managing discussion blogs and creating information pages for brands. Subsequently, the incorporation of social media brand pages with automated monitoring programs allows business to receive a deeper view of the online consumer behavior and complete analysis of the social media campaign effectiveness.

In a nutshell, few of the reviewed national business are focused on monitoring or evaluating the SMM activities. Brand rather blindly attempt to engage with customers and have left the social media management to *laissez-faire* policy. Indeed, some of the socially active brands include Korzinka.uz, MyTaxi, Asaxiy.uz and Ucell. Korzinka.uz was the only brand that has integrated social media activities with SMM software, but the level of integration remains undefined. Ucell have invested on developing SMM strategy, that includes clear calculations of goal tagged coefficients. However, most of this process is completed manually except for calculation itself that is accomplished through Excel and Google Docs. These findings show that the national brands lack SMM professionals and financial budget to perform more effectively and efficiently in social media platforms.

CONCLUDING THOUGHTS ON CHAPTER II

The following concluding thoughts have been highlighted for the Chapter II «The state of the use of innovative marketing strategies in the market of information and communication services» of the current monograph:

1. Significant improvements have been achieved in ICT field, specifically: 1) the level of coverage of digital telecommunication networks of cities and regional centers of the republic reached almost 100%, and rural areas of the country is around 90%; 2) the number of internet users almost quadrupled since 2013; 3) the number of electronic services at Single Portal have almost increased 10 times (302 services) since 2013; 4) the popularity of Internet (21,4 percent), data network (25,3 percent) and mobile communication services (54,2 percent) have significantly improved, making them the largest revenue producers in the communications industry of Uzbekistan in 2017.

2. The social media marketing goals of organizations differ depending on their size and industry operating. The research has grouped business into four distinct groups according to the goals and objectives set for the SMM (Large enterprises, Small and medium enterprises, Internet business and B2B).

3. The research found that the most popular social media platform in the national market is Facebook (47 percent), followed by Pinterest (18 percent), Instagram (9.33 percent), YouTube (8.18 percent), Twitter (6.2 percent), Vkontakte (4.38 percent) and others. Besides, the majority of national Facebook users access their page through mobile (54 percent) and tablet (43 percent) devices. Similarly, Pinterest is also most viewed through mobile (17.74 percent) and tablet (39.05 percent) devices. While, Instagram is mostly used through mobile devices and YouTube is mostly preferred to be used by desktops. Therefore, brands undertaking marketing activities on social media should consider the users' social media accessing device preferences and design marketing campaigns accordingly.

4. The analysis of the four giant national telecommunication brands summarizes that all of the brands are actively involved in social media platforms (*Facebook, Odnoklassniki.ru, Instagram, Twitter, YouTube, Telegram and LinkedIn*), with Ucell and Beeline being at forefront. The brands have implemented

different techniques of SMM. Indeed, Beeline is the most creative brand and offers various interactive internet-enabled services, such as Beepul (online payment application) and Beeline Guide (interactive application that is integrated with GoogleMaps, that provides 3D-panoramix photos of popular sightseeing places of Bukhara, Tashkent, Samarkand and Khiva). Beeline (197 registered employees, 2059 followers), Ucell (425 registered employees, 1954 followers) and UMS (60 registered employees, 289 followers) are also focused on promoting their brand through personal branding on *LinkedIn*. Although, the level of national audience in *Odnoklassniki.ru* have reasonably decreased, being replaced by another Russian social media platform – *VKontakte*, the national brands are continuing to invest on promotions through *Odnoklassniki.ru*.

5. Blogs and e-newsletters are the most financed media types of social media marketing in 2018 globally, however, none of the national brands invest on developing brand blogosphere in the official websites. Rather, national businesses focus on communication through Facebook brand pages, that offers similar features as microblogs. Nevertheless, the interaction and engagement between the brands and consumers in the social media platforms are not that effective, as the majority of engagement and interaction content posted by the brand are product/service offerings and or repeating competitions (such as selfie competition, like and share competition). Although, the content about product/services offerings of the business are crucial to the business in increasing the brand awareness, the post is not effective unless directed to the brand webpage or company e-newsletter subscription (end-user).

6. The research groups the SMM activities of national brands into three main social media marketing categories - representation, engagement and listening-in, as well as provides classification of marketing tactics and instruments implemented at undertaking each marketing activity.

7. The analysis of the Facebook page of the brands show that the consumer engagement activities of the national businesses can be divided into three categories: 1) brands with low/not consumer engagement (such as Samsung, that

publishes posts about products and directs to the official distributor shops, while all detailed information about the availability of products/prices/delivery options and others are provided through the contact numbers provided or in-shop); 2) brands with mid consumer engagement (such as *UMS*, *Beeline* and others – these brands are significantly active in *Facebook*, provide constant informative posts and customer enquiries are timely solved. However, the engagement levels are low making the brand page less attractive. Around 70 percent of consumers, access *Facebook* brand pages not with the purpose to engage with the brand, but rather to review the services and products delivered by the brand (complain or appraise); 3) brands with high consumer engagement (such as, *Asaxiy.uz*, *Artel*, *Korzinka.uz*, *MyTaxi.uz* – these brands are actively involving in making their customers happy, interested and engaged. *Asaxiy.uz*, for instance, constantly provides different interesting and funny short stories either on the founder's page or the brand page; *Artel* posts interactive messages to show that they care about their consumers – ex. «*Bormisizlar?* » campaign; *Korzinka.uz* constantly updates the online catalog available through Facebook page, as well as the founder of the brand constantly posts interactive information about the products and services offered by the brand. However, all of the brands fail to develop Listening-In actions, that assumes to create/develop/improve/plan the product and services according to the target audience preferences/wills/needs/requirements.

8. The analysis of the national market revealed the increasing potential of geo-social platforms in the national market (such as *Yummy.uz*) that has already gained a large popularity in the national market, with 4,610 Facebook followers. Check-in services enabled by Facebook, *Vkontakte*, Google (with *Lalitude* service) and Instagram were in very common use within the younger generation of the country. Thus, the geo-social platform – *Yummy.uz*, enabling users to check-in the places, leave own reviews about the products/services received and compare what others have said about the place, could be effective marketing channel for businesses in the food and restaurant industry, that would support the brand in

three distinct ways: 1) to increase the customer loyalty; 2) to gather demographic information about the visitors/customers; 3) to increase the quantity of visitors.

9. The research highlights the following commonly encountered marketing issues of the national brands:

- The absence of pre-approved SMM strategic plans, that should include all significant stages of SMM strategy development: identify target audience (geographical factors, demographical factors, social factors); Identify the key objectives of the social media campaign; justify the behavioral characteristics of the target audience; define the proportion of promotional and neutral posts; identify the effectiveness measurement metrics of the promotional campaign.

- The lack of effective communication (interaction) between the business and consumers.

- The inconsistency of the quality of product/service promised (through promotional campaigns) and its actual delivery.

- The implementation of social media as a sole marketing channel of the brand's strategic marketing orientation.

10. Although, monitoring goals may vary depending on the industry of the business and strategic direction of the company, the key focus of these actions is to eliminate negativity and increase brand awareness within the social media platforms. Research have classified key SMM monitoring goals into five categories: 1) Timely revealing and eliminating negative thoughts; 2) Evaluating the effectiveness of the SMM movements (promotional campaigns); 3) Evaluating competitors' activities; 4) Receiving feedback; and 5) Discover thematic discussions.

11. SMM monitoring can be managed both manually and automated. According to the research results, the automated monitoring is time saving and convenient, as well as provides a deeper and wider analysis with different template graphics available to form a report. However, the cost of automated monitoring programs ranges approximately from USD 50 to 2000 per months, that requires significant financing from the company. The analysis of the research found that

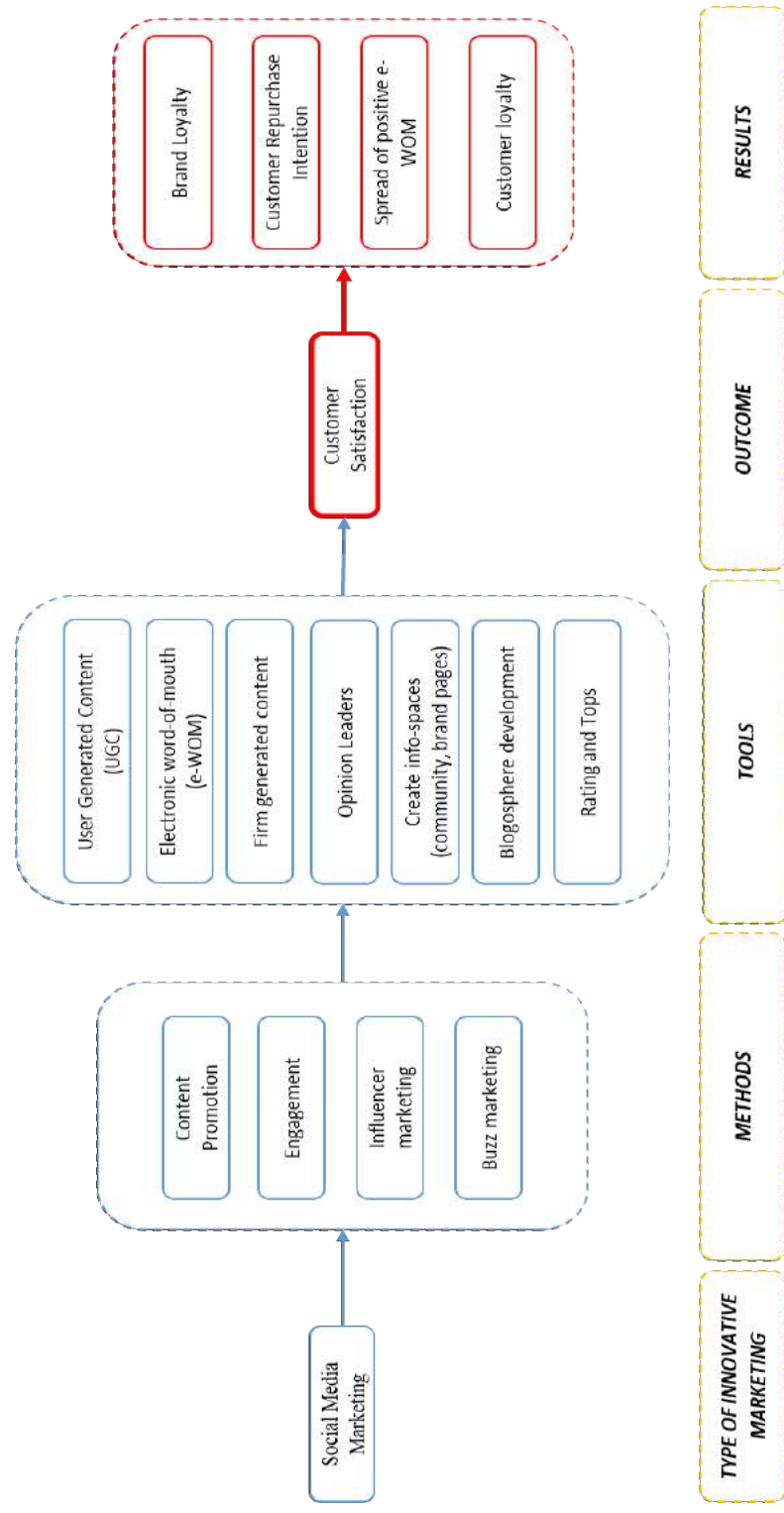
none of the reviewed national brands have switched to the automated mode of SMM management, except for Korzinka.uz – that have integrated its Facebook brand page with *SproutSocial*. While the level of integration remains undefined, as the social media monitoring program offers three months of free trial use.

12. The analysis of the social media platforms found that some of the platforms provide free monitoring services, such as *TweetDeck*, Facebook Pages Manager, as well as the monitoring services enabled by *Яндекс.Блоги*. These services are easy to deploy into monitoring of marketing activities of national brands as they provide simple interface and do not require any starting investments.

CHAPTER III. INCREASING THE EFFICIENCY OF USING INNOVATIVE MARKETING STRATEGIES IN THE PROMOTION OF INFORMATION AND COMMUNICATION SERVICES.

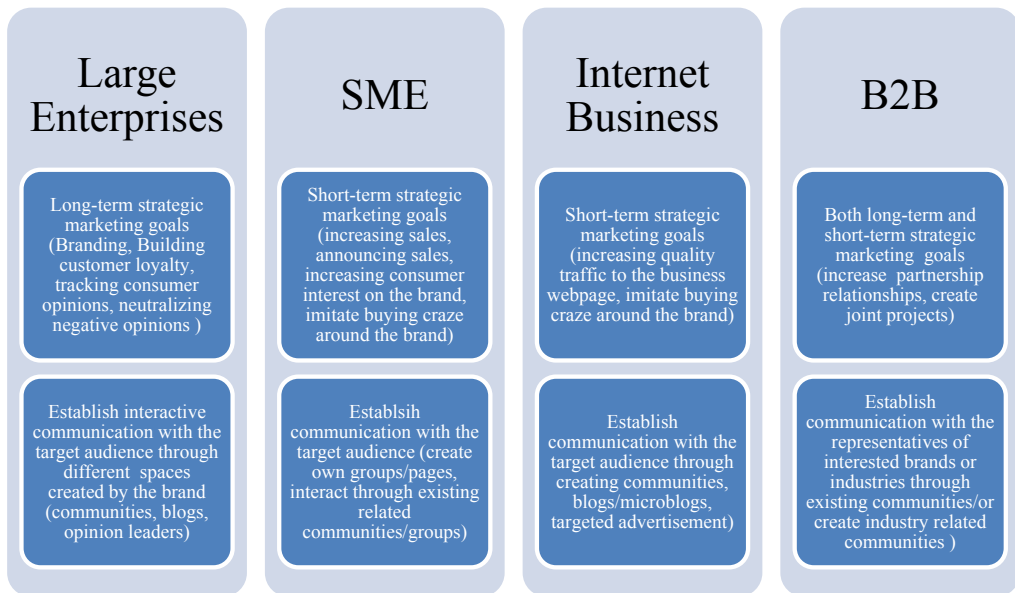
3.1. The development of innovative marketing strategies focused on the promotion of Information and Communication services.

Certainly, social media marketing and contemporary mobile technologies have fundamentally changed the traditional marketing landscape, making it as one of the most influential innovative marketing techniques. Miller et. al. (2009) admits that social media is a powerful networking force that connects people from around the globe, that provides easy, quick and enormous reach. Indeed, the social media marketing plays a crucial role in performing marketing communication and advertisement functions of the business, and occupies an irreplaceable role in developing the brand (product/service) awareness and brand equity (brand awareness, brand loyalty, brand trust, brand image, perceived quality, brand association). Furthermore, the power and speed of traditional word-of-mouth have also significantly expanded in social media platforms (the establishment of e-WOM). The positive influence of e-WOM (primarily distributed through social media platforms) on brand awareness, brand association, brand loyalty and perceived quality have been researched by many scholars in the field (Alam & Khan, 2015; Ha, 2004; Jansen, Zhang, Sobel, & Chowdury, 2009; Murtiasih & Siringoringo, 2013; Syed & Ishtiaq, 2017). Consequently, increased brand equity ensures the achievement of higher customer satisfaction, while satisfied customers have higher repurchase intention and are more likely to spread the positive word (e-WOM in case of SMM). Based on these findings the following conceptual framework of SMM influence on improving the businesses' marketing activities is developed (see Picture 3.1.1).



of social media marketing activities influences on customer satisfaction

In the current phase of increased attention directed on improving the information and communication services market by the government, the role of developing effective strategic marketing plans in ensuring the competitiveness of national brands providing information and communication services is crucial (Syed & Ishtiaq, 2017). Although, the government have achieved reasonable progress on improving the information and communication services sector, that are supported both through administrative and legislative reforms, a number of challenges can be declared, such as the lack of identified strategic goals and development directions of the businesses. As clear identification of strategic development goals of the brand is the baseline for the development of strategic planning actions of the business, the social activities of companies on social media platforms were investigated. The analysis of the national market allowed to systemize the strategic goals and tactics of SMM activities of the businesses operating in the national market, that are found to differ significantly based on their size and industry (see Picture 3.1.2).



Picture 3.1.2. The systematization of strategic objectives of SMM campaigns in different sized companies¹⁰⁹

The study distinguished businesses into four large groups – large enterprises, small and medium enterprises, internet business (e-commerce platforms) and B2B. The longevity of strategic goals and the focus of marketing activities of the brand are then identified for each of these groups of businesses. According to the findings of the research, large enterprises and internet businesses (e-commerce platforms) oversee long-term strategic goals in social media platforms. This is usually achieved through creating brand pages, as well as creating communities depending on the interests of consumers (similar to blogosphere), in order to build trust between the brand and consumers.¹¹⁰ In fact, many studies have revealed the positive influence of customer engagement through communities in social media platforms to the brand equity and customer satisfaction, trust and commitment (Syed & Ishtiaq, 2017; Shen & Bissell, 2013).

Certainly, marketing has significantly upgraded and the traditional ways of planning and managing these complex activities are not effective any more. Pride

¹⁰⁹ Developed by author (data received from the national market analysis and Halilov (2017)).

¹¹⁰ For instance, kids clothing manufacturer might want to create a channel directed on discussing topics related with the maternity, childcare and other kid related matters.

& Ferrel (2016) admits that social media marketing plan (SMMP) is organized and managed through relatively different approaches than in traditional marketing planning processes, and may include: (1) environmental analysis (market analysis, competitive analysis, target market trends); (2) key issue analysis (mostly, this is completed through SWOT analysis: strengths, weaknesses, opportunity and threats); (3) identifying marketing goals and objectives; (4) marketing strategy (marketing mix); (5) marketing implementation (activities, responsibilities, timetable); (6) evaluation (performance, monitoring, evaluation).

Based on the review and analysis of the relevant literature, the strategic framework of social media marketing strategy development has been proposed, that comprises six key stages that are divided into sub-categories: (1) identify goals and objectives; (2) identify goal-driven KPI; (3) identify the target audience; (4) identify the content mix; (5) identify marketing channels; and (6) plan the process.

The preliminary action of the proposed framework (Step 1) encompasses the goals and objectives identification process. It is vital for the company to define, whether these goals and objectives set for the brand overall, or is directed to promote a specific product or services of the brand. This step is followed by the identification of the goal driven KPIs. It is crucial to develop KPI based on the brand goals and objectives. For instance, if the goal is to build brand awareness, then KPI should reflect the action that would eventually lead to the achievement of this goal – increase the number of followers of the brand page or brand community. Afterwards, important actions should be undertaken towards identifying the target audience, that should cover demographic, social, geographic and other related factors. The user behavior (social media accessing time, purpose, actions and their behavior on the platform) are also important factors to consider in developing social media marketing strategy. Subsequently, when the brand has the whole picture of where it is heading, the means of achieving to these goals should be identified, that is reflected in the Step 4 of the current proposed SMM strategy. This includes the identification of the content mix that the brand is planning to implement under the SMM program, such as news, motivation, competition or

another types of content. The clear visualization of the content mix allows to identify the marketing channel to adopt and plan the SMM campaign.

Table 3.1.1.

Social media marketing strategy development stages

STAGES	ACTIONS
Step 1: Identify Goals and Objectives	Build brand awareness
	Increase community engagement
	Distribute content
	Create a loyal following
	Increase web traffic
	Improve social media ROI
	Generate sales/leads
	Drive offline traffic
Step 2: Identify Goal driven KPI	Support customers
	Increase the number of followers
	Increase the user engagement (the number of user reactions to the brand posts - such as, comments, like, share)
	Increase the number of views
	Increase conversions from social media platforms
	Increase email signups
	Create the posts and stories tagged with the brand
Step 3: Identify the Target Audience	Demographic factors (age, gender, marital status)
	Social factors (interests, career, industry, income level, favorite social media platforms/websites/applications, motivating/demotivating factors to buy)
	Geographic factors (location)
	Step 4: Identify the Content Mix
Inspiration/motivation content	
Product/service/promotional posts	
Competitions/contests/giveaways	
Affiliate content marketing with opinion leaders	
Behind-the-science content (background information about how the brand is developing or improving)	
Other content types.	

STAGES	ACTIONS
Step 5: Identify Marketing Channels	Choose the social media platforms to build social presence, according to :
	The marketing techniques and tactics, promotional campaigns, measurement and evaluation metrics should be developed for each platform separately
	Schedule the content (when, where and how frequently to post a content)
Step 6: Plan the Process	Develop social media audit and monitoring activities
	Build a social media content calendar
	Identify KPI drive evaluation metrics
	Develop social media measurement framework
	Develop social media marketing reassessment procedures
	Develop social media marketing improvement plan

Knowing the target audience is crucial to plan effective strategic marketing plan, particularly if this is regard to social media platforms. The popularity of social media platforms is growing incrementally with the expansion of the diversity of these platforms. According to the analysis on the scale of social media platform popularity within the national market, Facebook found to be incredibly wide using platform. While, the popularity of Facebook is not doubted, businesses could not just expect successful outcomes through actively promoting on Facebook. This is because of dispersion of target audience across the social media platforms accessed in the country. Thus, the current research proposes the key factors to consider while panning the strategic marketing plan for the promotion through social media platforms (*see Table 3.1.2*).

The preliminary steps of the SMM development strategy incorporates with the study of the market scope, while the next steps concern with the identification of content mix and social media platform mix. Based on the target audience related factors, the business may decide which platforms and which tools would be effective in undertaking the marketing promotion activity. The final stage of the framework is to develop action plan, that considers the social media monitoring and evaluation processes as well.

Further analysis of the national market of providing information and communication services have revealed the increasing attention paid by the government. Along with the highly promising potentials of the current sector, and the large attention of the government on the development of the e-commerce platforms and advance e-payment systems, less has been turned into practice effectively. The core issue is not knowing the target audience and the market. Based on the analysis presented in the previous sections, the majority of e-commerce platforms are within the sector of commercial electronics industry (54 percent). The following trend urges two important facts: 1) businesses entering e-commerce market for trading with commercial electronics can be sure that there is already a formed niche market for this sector within the country, while on the other hand, the market already have good established competitors that have gained certain consumer loyalty. On the contrary, e-businesses within the clothing industry are significantly less popular and new entries may benefit from the less competition opportunity. Even though, food delivery is rated as the least popular e-commerce business in Uzbekistan by *Shoprank.com*. It is crucial to clarify that food delivery through e-commerce websites are not much popular, while food delivery through mobile applications have gained a rapid uptake with the establishment of Express24 service offered by MyTaxi, Plovpoint.uz and some others.

Table 3.1.2.

Key factors influencing SMM planning in the national market¹¹¹

	AUDIENCE (DEMOGRAPHIC FACTORS)	INDUSTRIES TO BENEFIT	STRATEGIES TO IMPLEMENT
Facebook	Individuals between the ages of 18-50.	Ideal place to promote small and medium businesses within the retail, e-commerce and other service sectors. Rapidly increases the brand	Increase the brand presence through interacting with potential audience in community pages (ex. competitions) and

¹¹¹ Developed by author (based on the national market research).

		awareness. Larger businesses benefit from keeping Facebook page as a customer engagement point.	through opinion leaders.
<i>Instagram</i>	Individuals mostly living in Tashkent, between the ages of 18-35.	Ideal platform to promote individuals (self-promotion, celebrity promotion), as well as interactive customer engagement opportunities	Promotion through e-WOM is most effective.
<i>LinkedIn</i>	Individuals mostly living in Tashkent and overseas, between the ages of 20-50, with the good command of English and Russian. The larger share of audience comes from elder audience from different professional backgrounds.	The platform focuses on engaging with professionals. Businesses operating in major industries, such as technology, telecommunication, manufacturing and others.	Businesses may benefit from promoting their brand through the professional (staff) branding (ex. if the company employs a guru in some industry, that would definitely attract a large amount of audience)
<i>Twitter</i>	Individuals living mostly in Tashkent or overseas, between the ages of 18-35, with the good command of English and Russian.	Interactive communication channel with consumers. May serve as an effective platform for providing quick response to consumers and increase loyalty.	Using hashtags are one of the most effective ways to do marketing in Twitter.
<i>Pinterest</i>	Individuals living mostly in Tashkent, between the ages of 18-35, with the good use of English and Russian.	The most attractive platform for small and medium, self-owned businesses for handmade or crafted industries; or a good channel to create and promote own topical pages (cooking, psychology, etc)	As Pinterest does not show much text and redirects the user to the content page, it could be used as a converting channel to company website. Using infographics are of most effectiveness.
<i>Vkontakte</i>	Individuals living mostly in Tashkent, between the ages of 25-40.	Platform to promote small and medium businesses within the retail, e-commerce and other	Creating business pages and increase brand presence through different customer

		service sectors for a certain target audience.	engagement techniques.
<i>Odnoklassniki.ru</i>	Individuals between the ages of 18-40 (mostly males) from regional cities, speaking mostly only in Uzbek; Older audience (40 and above), mostly living in Tashkent and preferably speaking Russian.	Platform to promote small and medium businesses within the retail, e-commerce and other service sectors for a certain target audience.	Creating business pages and increase brand presence through different customer engagement techniques.

Therefore, the research proposed to classify the e-commerce platform services by the accessing device type (Table 3.1.3). This will allow to distinguish which e-commerce platforms should develop website version of the platform and which should optimize with mobile applications in order to gain more success. Accordingly, the research signifies the importance of developing mobile applications or develop mobile optimized websites in the industries that trade with «daily products/services», requiring quick response from service providers. This is because internet access rate through mobile phones is twice more than desktop devices in the national market. Indeed, mobile phones are considered as powerful marketing channel, that allows consumers and business stay in touch 24/7. The emergence of mobile application technologies has further expanded the capabilities of mobile marketing. Subsequently, more expensive products and services that require longer decision making time should offer both mobile (mobile application will add value) and desktop versions of the e-commerce web sites in order to achieve most successful marketing outcomes.

The effectiveness of platforms divided by industry type

Mobile Application

- Taxi services
- Gift delivery services (flower, souvenirs and others)
- Food delivery
- Grocery stores

Web and mobile optimized d websites

- Consumer electronics
- Supermarket products
- Home and office supplies
- Apparel stores

Picture 3.1.3. The effectiveness of platforms divided by industry type¹¹²

Furthermore, the implementation of social media platforms within the marketing activities of the brands have significantly increased. In a nutshell, national businesses involve among six main social media platforms, that include *Facebook*, *Instagram*, *YouTube*, *Twitter*, *Odnoklassniki.ru* and *LinkedIn*. However, the market analysis within the scope of the current research have identified that national audience is located in slightly different social media platforms than they are being targeted by the businesses. The findings allow to summarize these characteristics in the Table 3.1.3.

Therefore, the current research proposes to establish and increase the brand presence in *Pinterest*, that covers twice more national audience than *Instagram*; as well as increase the SMM actions in *Vkontakte*, rather than *Odnoklassniki.ru*, as it is gradually being replaced by *Vkontakte*. Therefore, the strategic planning of marketing promotion of information and communication services through social media platforms, as well as services provided through e-commerce platforms should consider the market characteristics of the country.

**Table 3.1.3.
The social media platform popularity in the national market¹¹³**

¹¹² Developed by author.

Social media platforms used by population (sorted by rank)	Social media platforms implemented by national Businesses (sorted by rank)
Facebook	Facebook (47 percent)
Instagram	Pinterest (18 percent)
YouTube	Insatgram (9.33 percent)
Twitter	YouTube (8.18 percent)
Odnoklassniki.ru	Twitter (6.2 percent)
LinkedIn	VKontakte (4.38 percent)
VKontakte	Facebook (47 percent)

Furthermore, the social media is mostly accessed through mobile and tablet devices, 54 percent and 43 percent respectively. Considering that mobile add view time is on average two to three seconds (see Annex 10), the use of infographics and images in promoting any brand related content would be most effective and reachable. Indeed, infographics became as one of the most common content types I in increasing brand awareness.

Concomitantly, considering that businesses operating on the national market are mostly involved in three types of groups, that includes: 1) communities (24 percent); 2) media (20 percent); and 2) brand pages (19 percent). Therefore, national brands should increase consumer engagement and brand awareness activities within communities (such as Я-Mama is one of the most popular Facebook communities for motherhood, thus undertaking marketing campaigns of children brands – like Kid’s Plate, Wunderkind, Happy Mama, Hogwarts and others in this community will be more effective than other community pages). The previous researches have also concluded that online communities created and managed by the brands improve the customer relationship management, enhance brand commitment and increase loyalty (Syed & Ishtiaq, 2017). This certainly positively effects on consumers’ thought about the brand and increase their satisfaction.

¹¹³ Developed by author.

Furthermore, it is important to consider that blogs and e-newsletters are the most financed media types of social media marketing in 2018 in the global market. Although, national businesses involve in communications within the social media platforms (ex. Facebook brand pages, that offers similar features as microblogs), none of the businesses focusing on establishing or improving the blogosphere within their company web pages. The promotion of blogosphere within the brand websites, being one of the key innovative marketing trends of the next few years, will definitely offer major opportunities to local businesses. Discussing the second key marketing trend, it is important to note that Crestodina (2016), have admitted that any marketing actions taken towards increasing conversion rate of the social media activities are useless without gaining consumer subscriptions to the e-newsletters. However, the usage rate for e-mails is not as high as messengers in the national market. Therefore, the research highlights the importance of gaining messenger subscribers as the end result of all social media marketing activities within the national market. Specifically, Telegram messenger is the most widespread communication application within the country. On the contrary, businesses should understand that the power of telegram channels are significantly higher, than offering telegram bots (majority of national businesses offer only telegram bot).

To summarise, effective social media marketing activities are founded on effective SMM strategic plans. However, the majority of national business do not have pre-approved SMM strategic plans, and online promotional activities are mostly managed on *laissez-faire* policy. This number comprises around 60 percent in the global market, while presumably, more than 90 percent of national brands could be added to this list. Considering that in a contemporary business environment, social media marketing has expanded influence on consumers, the development of the SMM strategic plan could possibly eliminate a number of marketing pitfalls. Indeed, the social media strategic plan provides the inner scope of the market, that encompasses online consumer behavior characteristics to

support the effective targeting of the promotional products/services on social media platforms.

Therefore, the current research proposes six stage social media marketing planning framework, consisting of the following steps:(1) identify goals and objectives; (2) identify goal-driven KPI; (3) identify the target audience; (4) identify the content mix; (5) identify marketing channels; and (6) plan the process. Each stage is divided into sub-groups to support the effective social media marketing strategy planning activities.

3.2. Methodology for evaluating the effectiveness of innovative marketing techniques in promoting Information and Communication services.

One of the crucial stages of social media marketing strategy is to monitor, evaluate and measure marketing activities on social media platforms. Whilst monitoring traditional marketing activities of the brands are much simple, this process becomes complex in consideration to social media platforms. The critical point is the capacity of Internet enabled technologic features that requires instant action from the companies on changing environment in social media platforms and online consumers' behavior. This, in turn requires brands to undertake monitoring of social media platforms 24/7. Although, monitoring is crucial in online spaces, the proper evaluation and measurement of the collected data is even more important, as properly evaluated monitoring outcomes allows business effectively build further marketing activities on social media platforms.

Thus, evaluation of the effectiveness of SMM techniques is critical part of marketing activities of the brand. According to the current research results, effective evaluation requires the brand to identify the effectiveness factors (KPI) and evaluation methods, that all is based on proper strategic planning. While, the structure of KPI is based on company goals and objectives, that is identified in the strategy development stage. Kvint (2016) describes this process understanding, and recognition of the future economic and social potential of any strategized object,

that bounds with the knowledge of the general dynamic characteristics of the object during a certain period of time.

Although, the emergence of social media marketing and its wide proliferation into all aspects of human life stresses the marketing analytics to monitor online behavior of consumers and the e-WOM regarding the brand, the academic literature on studying the monitoring options are less observable (Veeck & Hoger, 2014). According to the analysis of the available literature, the research identified key features that social media monitoring plan should incorporate: (1) clear understanding of the monitoring objectives and their measurement criteria; (2) review of market listening tools (free and paid); (3) identifying which listening portals would fit the brand most; (4) promoting marketing activities directed on building positive buzz; (5) understanding the efficiency of content delivered to the audience; and (6) identifying and allocating time and resources.

Based on the findings of the national market research, and analysis of the relevant literature, as well as the social media marketing strategies of the global companies, the current research proposes the conceptual framework on monitoring the social media marketing activities of the companies providing information and communication services in the national market, that distinguishes six key stages of development. These stages include the following (1) identify monitoring goals; (2) identify the target audience; (3) identify monitoring platforms; (4) identify monitoring keywords; (5) identify monitoring methods; and (6) plan the monitoring process (see Table 3.2.1).

Table 3.2.1
Conceptual framework on developing social media monitoring plan¹¹⁴.

STAGES	DESCRIPTION
Stage 1: Identify monitoring goals	<ul style="list-style-type: none"> • Identify whether goals and objectives of the monitoring are set for the brand or a certain promotional campaign (as the goals will differ for both). • The common monitoring goals include (for detailed review see Table 2.3.1):

¹¹⁴ Developed by author.

STAGES	DESCRIPTION
	1) Eliminate negative thoughts and opinion; 2) Ensure quick brand response for consumer requests; 3) Increase brand presence and others.
Stage 2: Identify the target audience interests	<ul style="list-style-type: none"> • Research the interests and habits of consumers, in order to keep up-to-date with what actions they are taking in social media platforms, which groups/communities they are visiting/following, what content they are attracted with (sharing/liking/commenting) and others. These data will support in setting significantly effective goals addressed to improving social presence of the brand and increase brand loyalty; • Identify which social platforms gather the majority of brand's target audience.
Stage 3: Identify monitoring platforms	<ul style="list-style-type: none"> • Clearly define which social media platforms will be directed for monitoring. As the monitoring is time consuming (if undertaken manually) and requires significant company resources, it is purposeful not to include of monitoring list the least active social media platforms. <ol style="list-style-type: none"> 1) Social networking sites (<i>Facebook, LinkedIn, Odnoklassniki.ru, VKontakte, Davra.uz</i>); 2) Video/Picture sharing sites (<i>Instagram, YouTube</i>); 3) Social bookmarking sites (<i>Pinterest</i>); 4) Geo-social sites (<i>Yummy.uz</i>); 5) Microblogs (<i>Twitter</i>); 6) Other blogs and forums.
Stage 4: Identify monitoring keywords	<ul style="list-style-type: none"> • One of the most effective tools to undertake SMM monitoring is to search for mentions. Thus, the brand is required to develop a list of monitoring keywords, that could include: <ol style="list-style-type: none"> 1) Company brand name; 2) Company products; 3) The opinion leaders (including the company's top management and administration); 4) Competitor brands; 5) Thematic discussions.
Stage 5: Identify monitoring methods	<ul style="list-style-type: none"> • Identifying monitoring methods is another important stage of planning the SMM monitoring process of the company. There are two ways of undertaking monitoring: <ol style="list-style-type: none"> 1) Automated monitoring (will depend on the budget); 2) Manual monitoring.
Stage 6: Plan the monitoring action plan	<ul style="list-style-type: none"> • The final stage of the development of strategic planning is to provide action plan. This requires three key steps: <ol style="list-style-type: none"> 1) Identify internal resources: <ul style="list-style-type: none"> ○ Financial budget, allocated for SMM marketing; ○ Time resources; ○ Staff capability (the level of qualified staff to undertake analysis).

STAGES	DESCRIPTION
	<p>2) Identify the monitoring period (what period will be reviewed). The monitoring period for certain promotional campaigns are usually less than monitoring overall brand's social presence.</p> <p>3) Identify whether to undertake monitoring internally or outsource. Based on the outcomes of the first and second steps of Stage 6, the business can make a decision on whether the company is able to undertake SMM monitoring internally or should outsource to SMM agents.</p> <p>4) Plan the step-by-step action plan. This step includes (if the process is undertaken internally):</p> <ul style="list-style-type: none"> ○ Specific indications of time period to be covered; ○ Resources attracted, with clear distribution of task among each staff. <p>If the process is undertaken externally (outsourced):</p> <ul style="list-style-type: none"> ○ Agree on the goals of monitoring, budget allocated, deadlines and format of presentation (report, statistics, presentation and etc.)

The social media marketing monitoring plan of the brand starts with identifying monitoring goals. Goal setting process is described as the development of a measuring criteria to guide further stages of strategy formation and implementation (Kvint, 2016). Goals and objectives allow businesses to envision the future outcomes and provide the basis to measure further marketing activities. At this stage brands are required to clarify whether goals and objectives of the monitoring activities are set for the brand or a certain promotional campaign. This stage is crucial for setting further monitoring actions in social media platforms, as the goals will differ depending on each promotion campaign. Thus, each monitoring process should involve a separately developed social media monitoring plan. As inappropriate goals set for the monitoring purposes might mislead the further marketing activities based on these assumptions. The monitoring goals are usually developed through the effectively undertaken market audit, that is critical for understanding the market condition and competitors' development direction, and should be based on the following key features: (1) competitor analysis; (2) products/services provided by competitors; (3) market share of each competitor companies; (4) innovative marketing techniques implemented by these brands; (5)

social media platforms (social networking sites, geo-social sites, blogosphere or others) implemented by competitors; (6)SWOT analysis.

The second stage of the proposed conceptual framework is to identify the target audience behavior. This includes the observation of the interests and habits of consumers, in order to keep up-to-date with what actions they are taking in social media platforms, which groups/communities they are visiting/following, what content they are attracted with (sharing/liking/commenting), social media platform preferences and other behavioral factors. This will allow to identify which social media platforms to monitor, that is described in the third stage of the conceptual framework. As the monitoring is time consuming (if undertaken manually) and requires significant company resources, it is purposeful not to include to monitoring list the least active social media platforms by the target audience. The fourth stage of the process is focused on identifying the monitoring keywords, that will allow to easily search for mentions, hashtags, and other social media features.

The stage five of the monitoring process include the identification of monitoring methods, whether the monitoring activities will be undertaken manually or automated (Annex 11). While automated monitoring is much easy and supportive, this decision heavily lies on the budget of the company. The next and most critical stage of SMM planning is to plan the actual monitoring process. This requires three key steps: (1) identify internal resources (financial budget, allocated for SMM marketing; time resources; staff capability (the level of qualified staff to undertake analysis); (2) identify the monitoring period (what period will be reviewed), as the monitoring period for certain promotional campaigns are usually less than monitoring overall brand's social presence; (3) identify whether to undertake monitoring internally or outsource; (4) plan the step-by-step action plan (if the process is undertaken internally: specific indications of time period to be covered; resources attracted, with clear distribution of task among each staff); (if the process is undertaken externally: agree on the goals of monitoring, budget

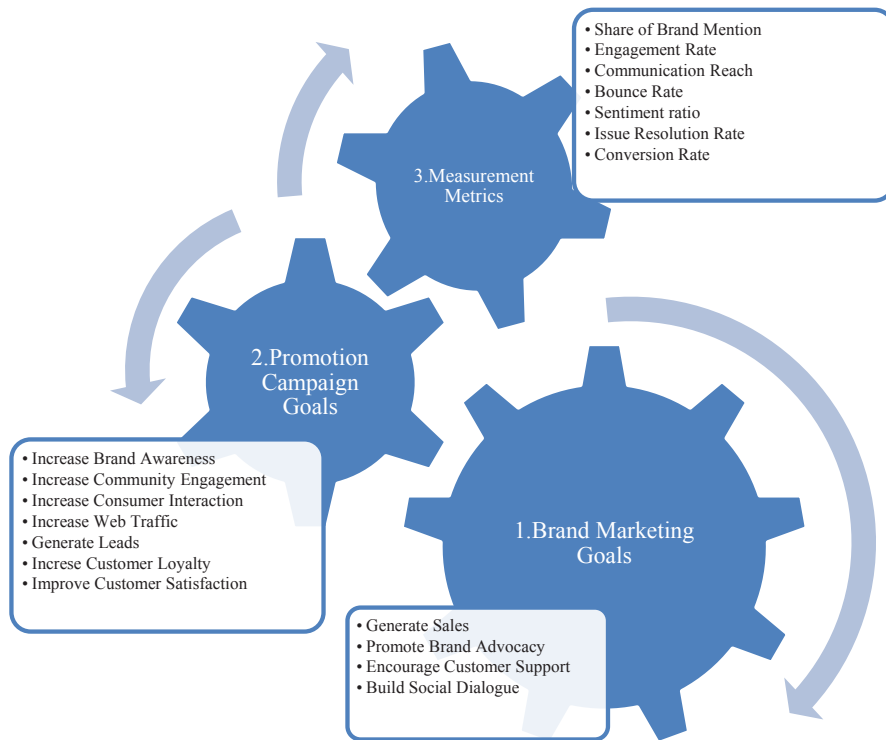
allocated, deadlines and format of presentation (report, statistics, presentation and others).

Furthermore, the measurement and evaluation of the effectiveness of marketing campaigns, that will provide guidelines for planning further strategic directions of the brand is crucial. Therefore, the development of quantifiable SMM metrics and their appropriate measurement lays the groundwork for the effective SMM analysis. Indeed, the majority of SMM activities undertaken within the national brands are not strategically planned or monitored, nor objectively measured. While, measurement is the key analysis to understand what is the role of SMM within the overall marketing strategy of the company.

Therefore, the research proposes the following conceptual model on the development of SMM effectiveness measurement metrics (see Picture 3.2.2). The effective social media marketing metrics should be developed based on the marketing goals and objectives of the brand.

The preliminary stage of developing key social media effectiveness measurement metrics is to identify brand goals (increasing sales or promote brand advocacy), that will then be narrowed down to sub category goals (promotion campaign goals) and subsequently, converted to the brand's KPI.

The promotion campaign goals and their significance rate may vary depending on the business marketing goal and objectives (see Picture 3.2.2). For instance, if the strategic goal of the promotion campaign is to improve service/product through brand engagement. Then the significance of user (page followers, consumers, message viewers) comments and mentions are higher than likes or shares, while all of these metrics contribute to shape the final results.



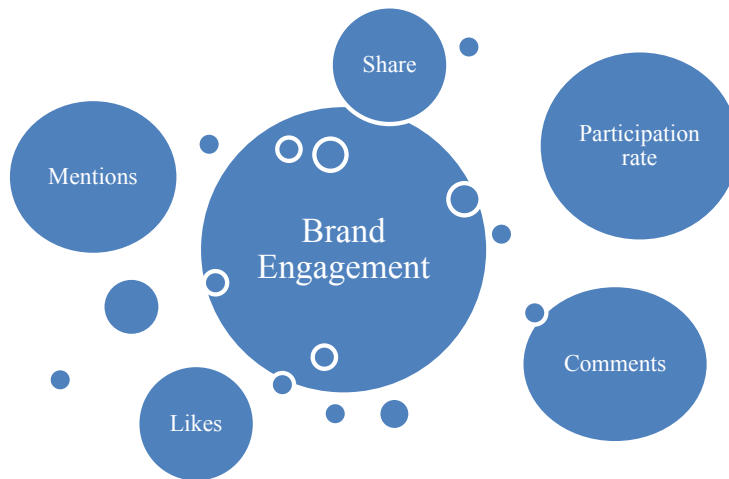
Picture 3.2.2. The conceptual model of the development of SMM effectiveness measurement model¹¹⁵

Subsequently, the list of social media marketing measurement metrics may be extended as much as the business goals on social media platforms continue to expand. Furthermore, it is crucial to consider that the component of each social media marketing goal depends on the core organizational values and goals underlined in the overall business strategy. Based on the research findings and market analysis, the author categorizes the social media marketing activities of the companies operating in the national market into four key strategic groups, that are sub-categorized in regard to the most widespread promotional campaign goals and measurement metrics (see Table 3.2.3).

According to the research analysis, there are four key social media marketing goals that national brands focus while planning social media promotion

¹¹⁵Developed by author.

campaigns: 1) Building social dialogue; 2) Generating sales; 3) Promote brand advocacy; 4) encourage consumer support (see Table 3.2.2).



Picture 3.2.3. Metric components of Brand Engagement.¹¹⁶

Under the first goal – «Building social dialogue», the brand assumes improving two-way communication between the company and consumers. Although, this goal covers a wide variety of sub-goals, it can be narrowed down to several sub-categories according to the brand needs and objectives, such as: 1) Increase brand awareness; 2) Increase community engagement; 3) Increase consumer interaction. The second key goal – «Generate sales», is usually achieved through the completion of the following three sub-goals: 1) Increase web traffic; 2) Generate leads; 3) Generate Buzz around the brand. Furthermore, «The promotion of brand advocacy» is usually achieved through: 1) encouraging word-of-mouth; 2) growing influencer marketing programs; 3) increasing customer loyalty. The final goal described within the scope of SMM monitoring strategy proposed by the following research – «Encouraging customer support» focuses on the following three sub-goals: 1) resolving product/service issues; 2) improving issue resolution quality; and 3) improving customer satisfaction.

¹¹⁶Developed by author.

Table 3.2.2.

The systematization of the most widespread SMM goals and measurement metrics.¹¹⁷

Company Strategic Marketing goals	Promotional Campaign Goals	Measurement Metrics	Calculation Formula
Build Social Dialogue	Increase Brand Awareness	Share of Brand Mention (articles, blogs, comments, Tweets, videos)	$(\text{Brand Mentions}/\text{Total Mentions (Brand + Focus Competitor Groups)}) * 100\%$
	Increase Community Engagement	Engagement Rate	$\text{Sum of all (Comments, Likes, Shares, Mentions, Tags)} / \text{Total Views}$
	Increase Consumer Interaction	Communication Reach Rate	$\text{Total Number of People Participating}/\text{Total Audience Covered}$
Generate Sales	Increase Web Traffic	Average Time Spent on Page	$\text{Total Time Spent by Visitors}/\text{Total Number of Visitors Directed from Social Media Platforms}$
		Bounce Rate	$\text{Total number of visits viewing one page only}/\text{Total entries to page}$
		Conversion Rate	$\text{Total Number of Conversions}/\text{Total Number of Sessions}$
	Generate Leads	Number of Leads Growth Rate (Followers, Page fans, e-Newsletter subscriptions, Telegram Messenger Subscribers)	$\text{Total Number of Leads for a Period A} - \text{Total Number of Leads for a Period B}$
	Generate Buzz around the Brand	Organic fan reach	This metric is provided within the most social media platforms. The measurement is usually completed through keeping timely records and compare what action brought the most of the reach.

¹¹⁷Developed by author.

Promote Brand Advocacy	Encourage Word-of-Mouth	Number of Active Advocates	(Total Number of Positive Advocates (Positive comments, Likes, Share, Positive tags) /Total Advocates (Positive + Negative))*100%
		Share of Word-of-mouth	The measurement of Word-of-Mouth is very deep and the literature provides various methodological attitudes towards its calculation. The most comprehensive consists of analysis of several sub-metrics provided by WOMMA (WOM Unit: Topicality, Timeliness, Polarity, Clarity and Depth) ¹¹⁸
	Grow Influencer Marketing Program	Advocacy Impact	Number of Advocacy Driven Conversations/Total Volume of Advocacy Traffic
	Increase Customer Loyalty	Sentiment Ratio	(Positive + Neutral + Negative Brand Mentions)/All Brand Mentions
Encourage Consumer Support	Resolve Product/Service Issues	Issue Resolution Rate	Total Number of Issues Resolved Satisfactorily / Total Number of Service Issues
	Improve Issue Resolution Quality	Issue Resolution Time	Total Inquiry Response Time/Total Number of Service Inquiries
	Improve Customer Satisfaction	Customer Satisfaction Rate	Customer Feedback (Customer A, B, C,..)/All Customer Feedback

¹¹⁸ Topicality – a measure of the degree to which a desired marketing message is contained in the WOMUnit; Timeliness – a measure of whether the WOMUnit arrives in time to be relevant to a specific campaign; Polarity – a measure of the positive vs. negative content of the WOMUnit; Clarity – a measure that determines if a message is understood by the Receiver as it was intended by the Sender; Depth – the “richness” or amount of visual, written, or verbal information included in a WOMUnit, assuming that these aspects increase message persuasiveness (WOMMA Research and Metrics Council, 2005).

Organizational/ Campaign goals	SMM Marketing Technique (on Facebook)	SMM Channel
<ul style="list-style-type: none"> • Create a Buzz around the brand (Organic reach) • Increase consumer advocacy (fan reach) 	<ul style="list-style-type: none"> • Content promotion (Time spent, Website Leads, Likes, Shares) • Crowdsourcing (Comments) 	<ul style="list-style-type: none"> • Increasing page likes (followers) on Facebook • Increasing check-ins (place tags) on Yummy.uz

Picture 3.2.4. The activities undertaken under the goal of Building social dialogue.¹¹⁹

Furthermore, the total engagement rate is calculated through dividing the sum of all comments, mentions, likes, shares, tags to total number of views. Apparently, most of the brands identify engagement components as mentions, comments, likes, shares and mentions. However, this might differ depending on the organizational and marketing goals, or depending on the marketing techniques or channel implemented. If the goal of the marketing campaign is to create a Buzz around the brand, that the marketers should focus on the organic reach metrics. Organic reach includes views of people that are not fans of the Page but have directly accessed the brand page or seen its content. While, if the primary goal of the brand is to encourage consumer advocacy, then the brand should consider total page fan reach. Therefore, the research highlights the importance of these key elements in planning effective measurement plan for the national brands (see Picture 3.2.4).

To summarize, the social influence of ICT has led to the changing and unpredictable online behavior of consumers. Therefore, the social media marketing monitoring became a crucial part of undertaking effective SMM activities by the brand. The current research provides the most common formulas applied to measure and evaluate the social media marketing activities of companies, and connects them with the corporate goals and objectives.

¹¹⁹Developed by author.

3.3. Increasing the efficiency of using innovative marketing techniques in the market of information and communication services.

The rapid development of ICT has pursued the promotion of online shopping and the rise of e-commerce platforms (Nambisan & Watt, 2011). The wide opportunities enabled with the establishment of e-commerce platforms to both consumers and businesses, ensure the economic growth and the creation of competitive business environments in the country. Furthermore, increased competition enabled through the expanded choice of products and services to customers that are not bound to geographical proximity in the online shopping platforms underlines the crucial role of increasing customer satisfaction within online environments (Nguyen, Takahashi, & Nham, 2014). Subsequently, e-commerce platforms are one of the most prospective directions in promoting information and communication services and thus are being actively developed in Uzbekistan. Alongside, this tendency is capturing the attention of increasing number of academic scholars in the field, and resulted in the rapid growth of scientific works focused on analyzing factors influencing the consumer satisfaction in e-commerce platforms.

According to Brink (2015) customer satisfaction is the degree to which the service or product delivered by the company meets the pre-purchase expectations of the consumer. Another research in the field states that customer satisfaction within the scope of online environment is the entirety of feelings involved during the interaction in the e-commerce platform (Hasanov J.).

Currently, e-commerce platforms perform two key functions – establishing effective communication between the consumer and retailer, as well as sales function. Therefore, it should not be considered as only sales point, but should be viewed as an important CRM channel, and thus a deep understanding of factors influencing online consumer behavior (satisfaction) is key goal of each e-commerce business management (Kotler & Keller, 2006). Subsequently, reaching high consumer satisfaction lays the foundation on building long-term customer

relationships and increase customer loyalty. Therefore, clear understanding of online consumer behavior is important in developing effective marketing strategies in e-commerce platforms (Rose, Hair, & Clark, 2011).

Many studies were dedicated on revealing factors influencing the consumer satisfaction on e-commerce platforms. These researches cover the impact of Business Process Re-Engineering (BPR) on customer satisfaction in e-commerce (Getete & Jean, 2018), the effects of e-commerce institutional mechanisms (Yulin, et al., 2014), the influence of various dimensions of social capital on online customer satisfaction (Huang, Chen, Ou, Davison, & Hua, 2017), the factors influencing customers satisfaction in cross-border e-commerce platforms (Rong & Zhong, 2018) and others. Nevertheless, the academic literature is scarce in studying the influence of social media optimization (SMO) and mobile optimization of e-commerce platforms on customer satisfaction.

Some of the few researches in the field include the study conducted by Toby & Valerie (2016) focused on the role of social capital affinity and the experience flow on the positive associations with the use of e-commerce services. Social capital affinity is described as the emotional condition when customers feel that they are part of the e-commerce community, and the experience flow is the delightful feeling received through using the platform. The study was based on socio-emotional selectivity theory, and questioned 282 e-commerce platform users through the telephone. The outcomes of the research prove that e-commerce platform users have positive relationship with experience flow, particularly with its sub factor - incidental knowledge-gain. Incidental knowledge-gain assumes extra information received incidentally, like product review or the existence of another similar product.

The integration of e-commerce platforms with social media (social networking sites – for publishing easy product/service reviews, and sharing them; blogs – for providing extra useful information) is thus assumed to have a positive influence on e-commerce platform's operation. Indeed, Packiam-Alloway et. al. (2012) have researched the influence of social networking sites (namely,

Facebook, Twitter and YouTube) on the levels of attention of users. According to the results of the study, socially active people value additional information provided and are more likely to gain information incidentally. Subsequently, the flow experience is found to have a positive relationship with the decision to spread the word-of-mouth (WOM), the influence of which became tremendous with the speed and capacity of Internet (e-WOM) (Byambaa and Chang 2012; Renard, 2013).

Furthermore, the study of Lai & Lai (2014) have concentrated on the factors influencing the user acceptance level of mobile commerce in China, using technology acceptance model that covered 219 respondents. The study analysed the influence of five factors, from which four were found as significant influencing factors (performance expectancy, social influence, facilitating conditions and privacy concern) and one (effort expectancy) was concluded as insignificant factor on customers intention to use mobile optimized e-commerce platforms. Hew et. al. (2016) investigated the effect of mobile optimization of e-commerce platforms on the customer loyalty to the brand. Furthermore, the study of Mahatanakoon et. al. (2005) was dedicated on identifying the influence of mobile applications on consumer perception towards using e-commerce (m-commerce) platforms.

Hypothesis development. Based on the relevant literature review, the following factors were identified as having potentially significant influence on ensuring consumer satisfaction on e-commerce platforms. These study combines the factors revealed from the analysis of the previous researches, as well as the influence of (F5) SMO and (F6) mobile optimization of e-commerce platforms on the customer satisfaction (see Table 3.3.1).

Table 3.3.1.

Factors influencing customer satisfaction on e-commerce platforms¹²⁰.

Factors (F)	Sub-factors (a _n)
F1. Perceived ease of use and	Q1. The ease of searching the desired product in the online catalog of the e-commerce platform

¹²⁰ Developed by author.

Factors (F)	Sub-factors (a _n)
navigation	Q2. Logical grouping of goods on the e-commerce platform
	Q3. Availability of search function to quickly find a specific product
	Q4. Interconnection of various functions and divisions of the platform with each other as a single structure
	Q5. Availability of convenient functions of sorting and filtering products
	Q6. The ease and convenience of using the search line on the e-commerce platform
F2. Online service convenience	Q7. Easy registration options on the e-commerce platform
	Q8. Convenient options to use website communication rather than calling operators
	Q9. The ease of adding products to the shopping cart on the e-commerce platforms
	Q10. Availability of various online payment systems
	Q11. Availability of useful information about the conditions of delivery on the e-commerce platform
	Q12. The possibility to return products purchased through the e-commerce platform
F3. Website quality and design	Q13. Exclusion of frequent technical problems during the online sessions on the e-commerce platform
	Q14. Long page loading time on the e-commerce platforms
	Q15. Easy and convenient online store interface
F4. Online communication and content quality	Q16. The presence of various forms of communication with representatives of e-commerce platform on the website
	Q17. Availability of contact information to connect with the company on the website of the e-commerce platform
F5. Social Media Optimization of E-commerce platforms	Q18. The presence of a link to the web site of the e-commerce platform through posts in social networks
	Q19. Optimization of the e-commerce website with social platforms (the ability to share content on the web page in the social networks)
	Q20. The presence of blogs (publication of useful information) in the web site of the e-commerce platform
	Q21. Ability to subscribe to the e-newsletters in the e-commerce platform
	Q22. Integration of the e-commerce website with the mobile social messengers (Telegram)
F6. Mobile optimization of E-commerce platforms	Q23. The presence of a mobile optimized website of the e-commerce platform (Mobile optimized websites)
	Q24. Convenience of using mobile applications
	Q25. Speed of using mobile application of the e-commerce platform
	Q26. Reliability of using mobile application of the e-commerce platform

F1. Perceived ease of use and navigation: Perceived ease of use is a key factor in improving the customer satisfaction in online platforms. Particularly, if it

is the case in developing countries, where e-commerce has not reached wide access and high popularity yet, and might be perceived as being time consuming and feels insecure. The influence of factors related to the time efficiency are discussed by many academics and are believed to influence the overall consumer satisfaction in online environments (Devaraj, 2002). Furthermore, easy navigation systems that include convenient product searching, filtering and sorting options are of a key importance in providing effective online services to customers and achieving higher customer satisfaction rates (Al Karim, 2013).

H1. Perceived ease of use and navigation in the e-commerce platforms has a positive effect on consumer satisfaction.

F2. Online service convenience (usability of the website): Convenience becomes particularly sensitive while considering e-commerce platforms, as the primary motive for people to engage in these spaces is the availability of a number of convenient options to manage the purchasing process (Woodside & Trappey, 2001; Seiders, Voss, Godfrey, & Grewal, 2007; Duarte, Costa, & Ferreira, 2018). The academic studies within the marketing field emphasizes that usability of the website is a multidimensional construct that has a positive influence on consumer satisfaction in the provision of e-commerce services (Casalo, Flavian, & Guinaliu, 2010). The achievement of high customer satisfaction levels promotes customer loyalty (Lee & Kozar, 2006), expands the intention to make repeat purchases (Zhang, et al., 2011), increase trust to the e-commerce platform (Никишкин & Твердохлебова, 2014) and many others. Further researches encompass the influence of convenience and quality factors, such as ease of use, aesthetic design, processing speed and security (Tong, 2010). The current research identifies the following main factors of convenience: easy registration options (McDevitt, 2004); easy website structure (Abdul-Muhmin, 2011); easy shopping cart management (Close & Kukar-Kinney, Beyond buying: Motivations behind consumers' online shopping cart use, 2010); easy payment processes (Skowron, Gasior, & Sak-Skowron, 2014), availability of relevant product/service content and product return options (Tandon, Kiran, & Sah, 2018).

H2. Online service convenience (usability of the website) provided through the e-commerce platforms has a positive effect on consumer satisfaction.

F3. Website quality and design: Many studies were dedicated on analyzing the relationship of web site quality on customer satisfaction in online platforms. Parasuraman et. al. (1991) have proposed the e-SERVQUAL scale, that measures the four key components (efficiency, reliability, fulfillment and privacy) of website quality factor on customer satisfaction levels. Hsiu-Fen (2007) admits that website quality is the main factor influencing the customer satisfaction in e-commerce platforms. This is because in e-commerce platforms, people lack the human interaction (Shih, 2004) and are exposed to the computer-operated environments, where the Internet platform becomes a primary interface to connect with vendors and manufacturers. Therefore, some researchers state that the website and overall system quality, as well as its design plays a crucial role in establishing a better customer relationship and increasing customer satisfaction in these online shopping spaces (Galletta, Henry, McCoy, & Polak, 2004; Zhang & von Dran, 2001-2002). On the other hand, website quality is found to have reasonable effects on user intentions to repurchase from the e-commerce platform, that is ultimately led from gained customer satisfaction on previous shopping experience (Flavian, Guinaliu, & Gurrea, 2006).

H3. Website quality and design has a positive effect on increasing consumer satisfaction in the e-commerce platforms.

F4. Online communication and content quality: The availability of various communication options with the company representatives in the e-commerce websites ultimately increases the reliability of the platform and trust of consumers, and leads to increased consumer satisfaction. Furthermore, online consumers are found to highly appreciate the delivery of proper content within the website, as the purchasing decision is made primarily based on the content provided online (Eid, 2011; Lee & Kwon, 2008). At the same time, content quality and reliability highly induces customer satisfaction in online shopping platforms (Khan, Al-Balushi, Algaithi, & Al-shihi, 2017a), while e-WOM has a large influence on consumer

purchasing behavior. Subsequently, Kaynama et. al. (2000) studies the role of content creation, easy access, easy navigation, convenient design, quick response, inviting background and personalization within the scope of e-commerce platforms in improving CRM of the businesses and eventually to consumer satisfaction.

H4. Easy and convenient online communication, as well as the content quality provided through the online platforms have positive influence on consumer satisfaction.

F5. E-commerce website optimization with social media platforms: The social media optimization of official web sites of brands is an important influencing factor, as currently almost three quarter of the world's population are actively involving in social media platforms. Social media creates a positive consumer experience, and thus the social media optimization of e-commerce platforms will complement the marketing activities of e-commerce platforms and increase consumer satisfaction levels (Sanni, Leemoon, Arora, & Edmonds (2018); Beyari & Abareshi, The conceptual framework of the factors influencing consumer satisfaction in social commerce (2016)). Zamri (2014) has also underlined the importance of product/service quality and brand diversity in boosting customer satisfaction in the online platforms. Furthermore, the social media optimization of company web sites enable product or service producers effectively handle consumer complaints that will provide a better shopping experience (Istanbulluoglu, 2017; Beyari & Abareshi, 2018).

H5. Social media optimization of e-commerce platforms leads to consumer satisfaction, through providing positive consumer experience and enabling effective management of consumer complaints.

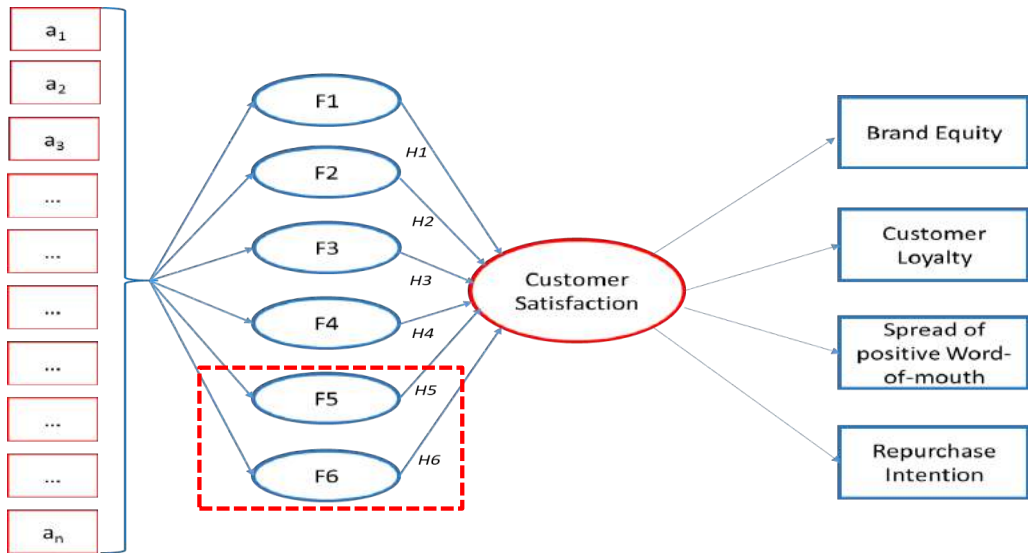
F6. E-commerce platform integration with mobile applications: Another important factor in increasing consumer satisfaction is the mobile optimization of e-commerce platforms (Choi, Seol, Lee, Cho, & Park, 2008), as the mobile access of online platforms in the national market are twice more popular than desktop accessing levels. Furthermore, significant amount of academic studies conducted in the field found the positive relationship between consumer online platform

experience with their satisfaction levels. While some focus on factors related to the service provision, other consider the impact of mobile applications and mobile optimized web platforms to create a personalized experience in providing online services (Jiradilok, Malisuwan, Madan, and Sivarakas, 2014) that enforces customer satisfaction (Wu and Tseng, 2014).

H6. Mobile optimization of e-commerce platforms enables businesses to create personalized online consumer experiences and promote convenience through the development of mobile applications, that have positive influence on online customer satisfaction.

Methodology. The current research has analyzed the scientific articles published from 2000 and onwards with the purpose to identify factors influencing the customer satisfaction on e-commerce platforms. Initially, 56 factors were revealed, from which 26 were included to the self-completed web-based questionnaire. The narrowing process was based on identifying similar or closely related factors. The questions included to the questionnaire we measured using five point Likert-type scale (1=not important, 5=very important). The questionnaire link was distributed to 500 people, from which 121 acceptable responses were collected. The demographic analysis of the respondents provides 62.3 percent males and 37.7 percent females, between the ages of 17-45. The collected data is analyzed using the SmartPLS (PLS-SEM analysis).

Research model. Based on the scientific studies discussed above, the following conceptual model was proposed with six determinants of consumers' satisfaction in e-commerce platforms. These determinants include (F1) easy platform search and navigation functions on e-commerce website; (F2) simplicity of e-commerce website; (F3) technical aspects of e-commerce website; (F4) easy access and communication methods with the company staff in e-commerce website; and additionally proposed two factors that have not yet been thoroughly studied: (F5) the level of integration of e-commerce website with social media platforms (SMO); and (F6) the level of optimization of e-commerce website with mobile applications (see Picture 3.3.1).



a_n – key measurable influencing factors on online customer satisfaction;
 Ovals – quality factors, that cannot be measured by consumers directly;
 The arrows show direct effects, the dotted arrows show indirect effects;
 H_{en} – hypotheses of the influencing factors on customer satisfaction in online shopping.

Picture 3.3.1. Customer satisfaction conceptual model on e-commerce platforms.¹²¹

Results. Partial least squares SEM (PLS-SEM) model became as one of the most widespread econometric analysis implemented into social sciences, because of its flexibility in analyzing complex theoretical models (Ravand & Baghaei, 2016). Furthermore, the analysis of SEM model using PLS method allows to undertake measurement and structural estimation models, estimation of measurement and structural models that has been presented in the works of Uzbek researchers Khakimov Z. A.(2018), Jalilov J. (2019). The current analysis of identifying factors influencing customer satisfaction on e-commerce platforms were completed based on this PLS-SEM model. Considering that the analysis through SEM modeling allows to analyze the structure of unobservable variables directed on testing the compliance of a conceptual model with the empirical data,

¹²¹Developed by author

the study completed the latent analyses to identify the unobservable (latent) variables considered in the study.

One of the initial measures implemented to test the quality criteria of the model are R-squared and adjusted R-squared analysis, that describes the quality relationship between dependent variable and independent variables. Furthermore, adjusted R-squared is a modified version of R-squared that has been adjusted for the number of predictors in the model. The adjusted R-squared increases only if the new term improves the model more than would be expected by chance. According to the results of the current model $R^2=0,991$, meaning that the results of the model can be considered with 99 percent of probability levels.

Although, the coefficients of both R-squared and adjusted R-squared are significantly high, this might be the result of choosing obviously significant variables (factors revealed through the previous study analysis) influencing the dependent variable in the regression model (see Table 3.3.2)

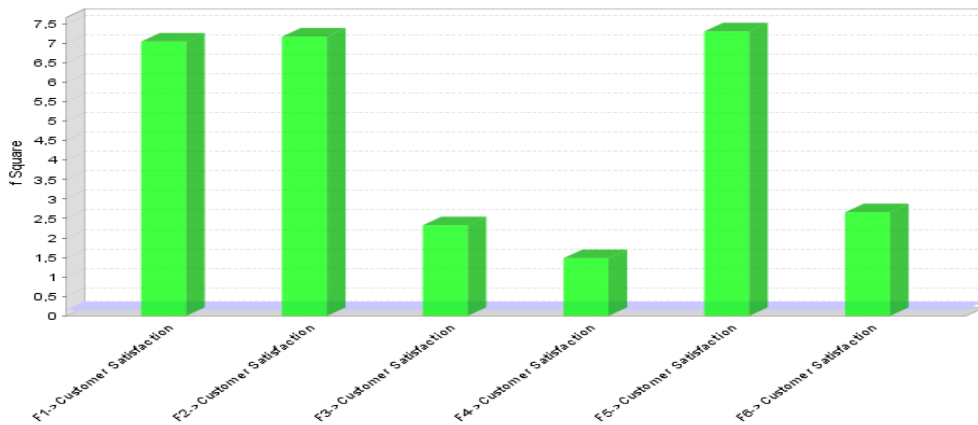
Table 3.3.2.

The evaluation of the Quality Criteria¹²²

	R Square	R SquareAdjusted
Customer Satisfaction	0,991	0,991

The further analysis was completed to test the f-square value, that is presented in the following graph extracted from SmartPLS outputs. (see Picture 3.3.2)

¹²²Calculated on the SmartPLS program



Picture 3.3.2. F-square values¹²³

The Cronbach's alpha value provides the coefficient of reliability, and is implemented to evaluate the unidimensionality of the model. More specifically, the Cronbach's alpha indicator is the average correlation between the indicators of a given construct. The Cronbach's alpha value of 0.70 and higher evidences the support of homogeneity of the model indicators. The Cronbach's alpha value of the variables F1 (perceived ease of use and navigation), F2 (online service convenience), F5 (social media optimization of e-commerce platforms), F6 (mobile optimization of e-commerce platforms) of the current research exceeds the minimum acceptable level of the coefficient 0.70, that shows the reliability of the variables identified for the research evidencing that variables are correlated with each other (see Table 3.3.2). The variables F3 (website quality and design) and F4 (online communication and content quality) present relatively low indexes according to the Cronbach's alpha testing. According to Mohsen & Reg (2011), the low value of Cronbach's alpha could be explained with three causes: (1) a low number of questions; (2) poor interrelatedness between items; or (3) heterogeneous constructs. In fact, these variables (F3 and F4) incorporate only 2-3 questions, while other variables included in the study (F1, F2, F5, F6) construct 4-6 questions each, proving that the low alpha index may be resulted with the low number of questions covered by these factors.

¹²³Calculated on the SmartPLS program

Furthermore, as Cronbach's alpha index provides the lower-bound estimate for the composite score reliability, a more accurate reliability evaluation is undertaken through the composite reliability score (Raykov & Shrout, 2002). Composite reliability evaluates the internal consistency of a measure (latent variables) (Fornell & Larcker, 1981). It is important to note, that composite reliability analysis undertaken through SEM approach is usually higher than Cronbach's alpha index. The composite reliability indicator in terms of SEM approach is described as the squared standardized multiple correlation coefficient, and thus is not preferred for comparing reliability across subpopulations. According to the reliability analysis Composite reliability index for all variables (F1, F2, F3, F4, F5, F6) are higher than the minimum acceptable scores, and thus can be concluded that the model indicators significantly reflect an underlying factor.

Table 3.3.3.

Construct Reliability and Validity¹²⁴

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Customer Satisfaction	1,000	1,000	1,000
F1	0,743	0,823	0,439
F2	0,764	0,839	0,477
F3	0,565	0,766	0,522
F4	0,583	0,827	0,705
F5	0,821	0,872	0,578
F6	0,700	0,816	0,529

While, average variance extracted (AVE) is the measurement of the amount of variance captured by a construct in relation to the variance due to random measurement error (AVE higher than 0,5 is of convergent validity) (Chen & Nozer, 1996). The AVE test analysis show that variables (F3, F4, F5, F6) are significant and reliable, while F1 and F2 are performing slightly lower scores (see Table 3.3.3).

¹²⁴Developed by author

Table 3.3.4.

Composite reliability (CR), the square root of the average variance extracted (AVE) (in bold) and correlations between constructs (off-diagonal)

	Reliability^a	F1	F2	F3	F4	F5	F6
Variables	1,000						
F1. Perceived ease of use and navigation	0,708	0,66b					
F2. Online service convenience	0,721	0,581	0,691				
F3. Website quality and design	0,681	0,328	0,407	0,723			
F4. Online communication and content quality	0,683	0,304	0,248	0,574	0,840		
F5. Social Media Optimization of E-commerce platforms	0,563	0,059	0,140	0,292	0,482	0,760	
F6. Mobile optimization of E-commerce platforms	0,632	0,341	0,248	0,387	0,478	0,348	0,727

Note: Diagonals represent the average variance extracted, while the other matrix entries represent the square correlations

a Cronbach's alpha

b Variance extracted: (summation of the square of the factor loadings)/ {summation of the square of the factor loadings} ÷ (summation of error variances)}.

According to the current model, composite reliability index for each latent variables equals or is greater than 0.80, that confirms the reliability of the research findings. The composite reliability score for all constructs are above 0.50 and the AVE values are between 0.563 and 0.708.

Discriminant validity is the level to which the measures of different concepts are distinguished with each other, that is assessed through comparing the squared correlations between constructs and variance extracted for a construct (Fornell & Larcker, 1981). Based on the analysis, the square correlations for each construct is less than the variance extracted by the indicators measuring that construct, specifying that the measure has adequate discriminant validity (see Table 3.3.4). To summarize, the measurement model demonstrated adequate reliability, convergent validity and discriminant validity.

Hypothesis testing. To test the hypothesized relationships between the constructs, the estimated coefficients and their corresponding t-values of paths were identified. The successful completion of reliability analysis allows to conclude that the hypothesized model fits acceptably the data. The hypothesized

influencing factors on customer satisfaction are identified as being important, underlying the significance of three key factors (H1, H2 and H5) (see Table 3.3.5).

Table 3.3.5.

Hypothesis-testing results¹²⁵

Hypothesis	Direct	Indirect	Total Effects	Result
H1. Perceived ease of use and navigation → Customer satisfaction	0,326	n/a	0,326	Supported
H2. Online service convenience → Customer satisfaction	0,327	n/a	0,327	Supported
H3. Website quality and design → Customer satisfaction	0,189	n/a	0,189	Supported
H4. Online communication and content quality → Customer satisfaction	0,161	n/a	0,161	Supported
H5. Social Media Optimization of e-commerce platforms → Customer satisfaction	0,300	n/a	0,300	Supported
H6. Mobile optimization of e-commerce platforms → Customer satisfaction	0,185	n/a	0,185	Supported

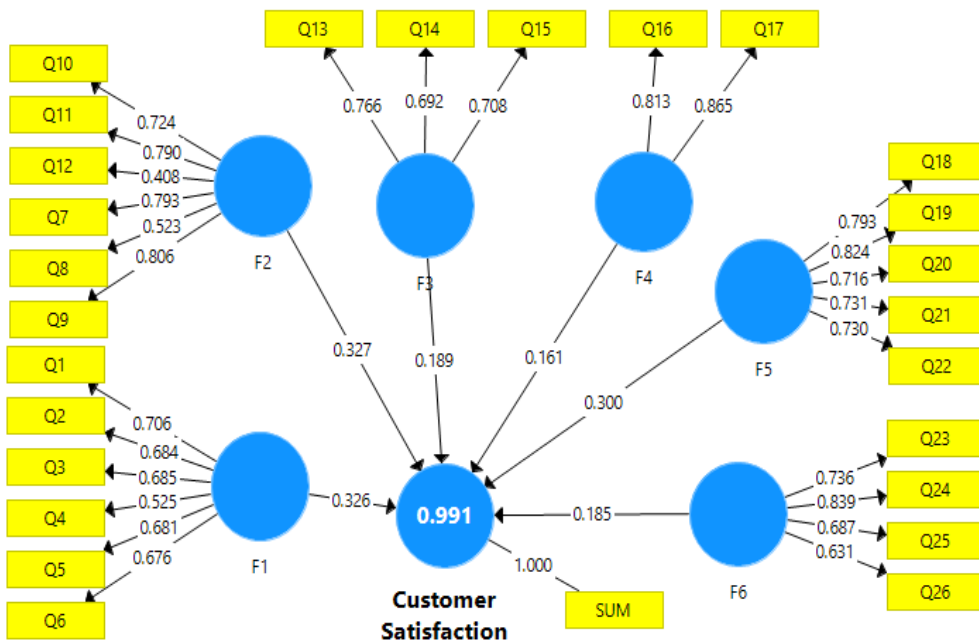
Discussion and Implications: This study explores the influence of factors related to customer satisfaction on e-commerce platforms. More specifically, the review of literature allowed to distinguish four key set of factors (perceived ease of use and navigation, online service convenience, website quality and design, online communication and content quality), that has been studied in the context of influence of merely less studied influencing factors (social media optimization and mobile optimization of e-commerce platforms). The proposed conceptual model of the research assumes that customer satisfaction will eventually lead to customer affirmation. This will promote the better customer loyalty, expand spread of positive word-of-mouth and increase the repurchase intention. The data collected from the survey was applied to the SEM model and the results are obtained through the Partial Least Squares (PLS) method of the SmartPLS3.0 program (Picture 3.3.3).

The analysis of the survey findings allows to distinguish three most influential factors impacting consumer satisfaction level towards the services provided through e-commerce platforms in the national market. These factors include – the

¹²⁵Developed by author

simplicity of e-commerce website (F2=0.327), easy product search and navigation functions on e-commerce website (F1=0.326), and the level of integration of e-commerce website with social media platforms (F5=0.300).

More specifically, the sub-factors of the simplicity of e-commerce websites including: (1) the easy registration options on e-commerce platforms (Q7=0.793); (2) easy shopping cart management (Q9=0.806); (3) availability of various online payment systems (Q10=0.724); (4) availability of useful information about the delivery conditions (Q11=0.790) have stronger impact on customer satisfaction on e-commerce platforms. This underlines the importance of considering the following sub-factors as the primary measurement indicators in the evaluation of consumer perception towards the services delivered through e-commerce platforms. This finding complies with the hypotheses of the current research and is discussed in the previous studies in the field (Xiaowen & Salvendy, 2003; Kuan, Bock, & Vathanophas, 2008).



Independent variables: Qn - results of survey questions;

Latent variable's: F1-easy platform search and navigation functions on e-commerce website; F2-simplicity of e-commerce website; F3-technical aspects of e-commerce website; F4-

easy access and communication methods with the company staff in e-commerce website; F5-the level of integration of e-commerce website with social media platforms (SMO); F6-the level of optimization of e-commerce website with mobile applications; F7-the level of consumer's satisfaction with the services of e-commerce platforms ($\sum \Delta F_n = \text{SUM}$).

Picture 3.3.3. Hypothesis testing results based on the SEM-PLS model.¹²⁶

Furthermore, the perceived ease of use and navigation and key sub-factors: (1) the ease of searching the desired product in the online catalog of the e-commerce platform (Q1=0.706); (2) logical grouping of goods on the e-commerce platform (Q2=0.684); (3) availability of search function to quickly find a specific product (Q3=0.685); and (4) availability of convenient functions of sorting and filtering products (Q5=0.681) have the higher influence on customer satisfaction. This finding also implies with the hypotheses and proves the importance of having easy and convenient navigations functions in e-commerce platforms. These findings have also been widely discussed in the works of Ashraf, Thongpapanl, & Spyropoulou (2016), Lee, Choi, & Kang (2009), Lai, Ulhas, & Lin (2014), Kinci & Starch (2012).

The third factor with the highest impact on customer satisfaction on e-commerce platforms is the social media optimization of e-commerce platforms that includes five key sub-factors, with each of them signifying high influencing levels. Precisely, the significance level of these sub-factors are as following: (1) presence of a link to the web site of the e-commerce platform through the posts in social networks (Q18=0.793), (2) optimization of the e-commerce website with social platforms (Q19=0.824), (3) the presence of blogs in the web site of the e-commerce platform (Q20=0.716), (4) ability to subscribe to the e-newsletters in the e-commerce platform (Q21=0.731) and (5) the integration of the e-commerce platform with the mobile social messengers (Telegram¹²⁷) (Q22=0.730). These findings are consistent with the hypotheses of the research and underlines the growing importance of social media platforms in Uzbekistan. The study of effects of social media platforms on increasing the customer satisfaction on e-commerce

¹²⁶ Developed by author.

¹²⁷ Telegram messenger is the most popular communication messenger in Uzbekistan.

platforms have been merely studied, but includes remarkable works of Zamri (2014), Istanbuluoglu (2017), Beyari & Abareshi (2018).

Furthermore, the relatively lower influencing levels of mobile optimization of e-commerce platforms on customer satisfaction is the outcome of the fact that the telegram is being widely used as m-commerce platform in the national market. This can be evidenced with the fact that even the giant companies in the national market, such as (Beeline, UMS, Ucell – telecommunication companies; Artel – technology manufacturing company; AkfaMedline – medical services provider and many others), have their own Telegram messenger channels to establish effective communication with customers. Owing to the fact that Telegram is classified as the type of social media, social messenger integration of e-commerce platforms (Q22), is analyzed under the social media optimization of e-commerce platforms (F5).

The outcomes of the current analysis allow to conclude that e-commerce platforms operating in the national market should increase their presence in the social media platforms, as well as improve the navigation (searching, sorting and filtering) functions within the e-commerce platforms, while keeping the interface of the website simple and easy to use in order to increase the customer satisfaction level with the services offered through e-commerce platforms.

CONCLUDING THOUGHTS ON CHAPTER III

The following conclusions are made for the Chapter III «Increasing the efficiency of using innovative marketing strategies in the promotion of information and communication services».

1. The social media marketing plays a crucial role in performing marketing communication and advertisement functions of the business, and occupies an irreplaceable role in developing the brand (product/service) awareness and brand equity (brand awareness, brand loyalty, brand trust, brand image, perceived quality, brand association). Furthermore, the power and speed of traditional word-of-mouth have also significantly expanded in social media platforms (the

establishment of e-WOM). Based on these findings the research proposes a conceptual model of the influence of positive e-WOM (primarily distributed through social media platforms) on customer satisfaction, that eventually leads to the increased level of brand awareness, brand association, brand loyalty and perceived quality.

2. The analysis of the national e-commerce market found that the majority of services are provided within the commercial electronics industry (54 percent). Besides, food delivery segment is also rapidly expanding, while it is important to consider that the popularity of food delivery web sites is very low, indeed the food delivery through mobile applications are quite high (Express24 service offered by MyTaxi). The research proposes to promote e-commerce services that trade with «daily products/services» requiring quick response from service providers, through mobile applications. This is because internet access rate through mobile phones is twice more than desktop devices. While larger and more expensive products and services that require longer decision making time should offer both mobile (mobile application and mobile optimized web sites) and desktop versions of the e-commerce web sites.

2. The research found that the number of national audience in the social media platforms, such as Pinterest and VKontakte are expanding. However, businesses operating in the national market have not increased the marketing activities on these social media platforms.

3. Social media platforms are mostly accessed through mobile and tablet devices by the national audience, 54 percent and 43 percent respectively. Considering that mobile add view time is on average two to three seconds, the use of infographics and images in promoting any brand related content would be most effective and reachable.

4. The promotion of blogosphere within the brand websites are one of the key innovative marketing trends of the next few years, will definitely offer major opportunities to local businesses.

5. The current research proposes six stage social media marketing planning framework, consisting of the following steps: (1) identify goals and objectives; (2) identify goal-driven KPI; (3) identify the target audience; (4) identify the content mix; (5) identify marketing channels; and (6) plan the process. Each stage is divided into sub-groups to support the effective social media marketing strategy planning activities.

6. The research identified key features that social media monitoring plan should incorporate: (1) clear understanding of the monitoring objectives and their measurement criteria; (2) review of market listening tools (free and paid); (3) identifying which listening portals would fit the brand most; (4) promoting marketing activities directed on building positive buzz; (5) understanding the efficiency of content delivered to the audience; and (6) identifying and allocating time and resources.

7. The social influence of ICT has led to the changing and unpredictable online behavior of consumers. Therefore, the social media marketing monitoring became a crucial part of undertaking effective SMM activities by the brand. The current research provides the most common formulas applied to measure and evaluate the social media marketing activities of companies, and connects them with the corporate goals and objectives.

8. Considering that one of the key factors to increase SMM conversion rate is to increase consumer subscriptions to the e-newsletters. However, the usage rate for e-mails is not as high as messengers in the national market, and thus, research proposes to increase messenger subscribers as the end result of all social media marketing activities within the national market (specifically, Telegram messenger is the popular social communication application in the national market).

9. The majority of national brands do not have pre-approved SMM strategic plans, that might cause serious pitfalls in the future social media activities of the brands. Subsequently, the research proposes the five stage SMM strategy development conceptual model, that includes: 1) Undertake market audit; 2) Identify goals and objectives; 3) Develop action plan; 4) Monitor; and 5) Measure,

evaluate and Reassess. Furthermore, the monitoring strategy development, as well as measurement and evaluation development metrics have been described within the monograph. The main four measurement and evaluation metrics include: 1) Building social dialogue; 2) Generate sales; 3) Promote brand advocacy; and 4) Encourage consumer support.

10. The analysis of the survey findings allows to distinguish three most influential factors impacting on consumer satisfaction level towards the services provided through e-commerce platforms in the national market, including -the simplicity of e-commerce website, easy product search and navigation functions on e-commerce website, and the level of integration of e-commerce website with social media platforms. The outcomes of these analysis allow to conclude that e-commerce platforms should increase their presence in the social media platforms, as well as improve the navigation functions within the e-commerce platforms, while keeping the interface of the website easy to use in order to increase the customer satisfaction.

11. The research analysis highlight that the efficiency of e-commerce platforms operating through mobile applications or websites depends on the industry of the company. Specifically, consumers prefer to use e-commerce platforms offering «daily products and/or services» that require quick response from the company primarily through mobile devices – mobile applications or mobile optimized websites. Subsequently, consumers prefer to access the rare product/service delivery platforms primarily through desktops and tablets, such as Asaxiy.uz (e-commerce platforms for electronic products and devices).

CONCLUSION

The following conclusions are made for the current monograph research:

1. Marketing activities of companies operating in the sphere of information and communication services require the implementation of innovative and modern technologies as part of their activities developed towards the promotion of digital economy in Uzbekistan. The scientific-theoretical classification and systematization of the main types and tools of SMM generated according to the analysis of the available theoretical concepts and methodological developments in the field of innovative marketing, will serve in the effective organizations of these actions.

2. The prospective ways (SMM, virtual reality, internet of things, artificial intelligence) of advancing information and communication services market through using advanced marketing technologies, that are developed based on the analysis and systematization of innovative marketing strategies, enabled with the rapid improvement of web technologies have been identified.

3. The marketing capabilities of national companies in the field of information and communication services have been expanded through the implementation of innovative marketing strategies - content marketing, SMM, crowdsourcing and mobile marketing.

4. The potential ways of improving the efficiency of content marketing strategies under the SMM activities of the companies operating within the information and communication services market through the establishment of corporate blogs and e-newsletter subscriptions is justified. Furthermore, considering that the popularity of e-mail usage among the population of Uzbekistan is significantly lower than the mobile messengers, the promotion of the brand e-newsletter subscriptions through messenger channels, groups and boards (specifically, telegram messenger) ensures the establishment of effective communication methods between consumers and the company, as well as increase the levels of consumer satisfaction with the company's services.

5. The competitiveness of the companies operating in the market of information and communication services of Uzbekistan are increased through the implementation of innovative mobile marketing techniques (including NFC, mobile wallet, Bluetooth marketing, mobile optimized web sites, mobile application, mobile commerce, and QR codes) with the purpose to improve the services provided by e-commerce platforms and promote non-cash payments that will increase the access to these platforms.

6. The development of the methods of the systematization of social media platforms according to their usage popularity levels in the national, user characteristics (demographic, geographical and lifestyle), and users' accessing device preference characteristics (mobile, tablet, or computer) have improved the strategic marketing activities of the companies operating in the market of information and communication service.

7. The methods of monitoring innovative marketing activities of the companies operating in the market of information and communication services have been improved through the development of the classification of SMM marketing activities of the companies operating in the national market of information and communication services based on the sector and the company scale, as well dividing innovative marketing activities of the brands into three main stages (introduction, engagement and listening-in).

8. The conceptual model directed on planning and effective monitoring of SMM activities of the national companies in the sphere of information and communication services was developed within the scope of the research. The activities of the companies operating in the field of information and communication services have been improved through the establishment of SMM evaluation metrics as part of the development of this conceptual model into practice.

9. A number of factors influencing customer satisfaction have been analyzed based on the PLS model of the SEM model directed on the evaluation of the services provided through the e-commerce platforms. The analysis of the current

study allows to conclude that e-commerce platforms operating in the national market should increase their presence in the social media platforms, as well as improve the navigation (searching, sorting and filtering) functions within the e-commerce platforms, while keeping the interface of the website simple and easy to use in order to increase the customer satisfaction level with the services provided. Furthermore, the use of content marketing and mobile marketing tactics in the delivery of marketing activities of e-commerce platforms will increase their sales capacity.

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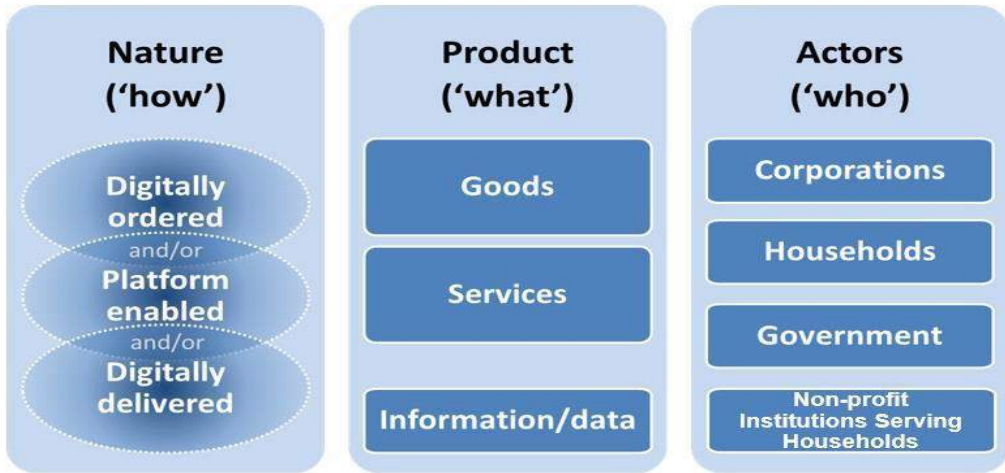
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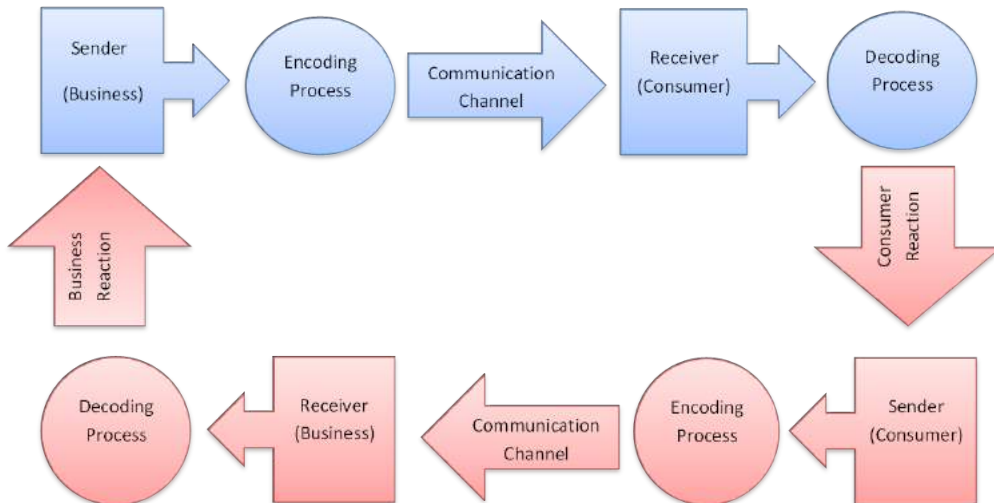
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The Three Dimensions of Digital Transactions¹²⁸



¹²⁸ Reprinted from Fortanier and Matei (2017)

The Model of Interactive Communication Channels¹²⁹



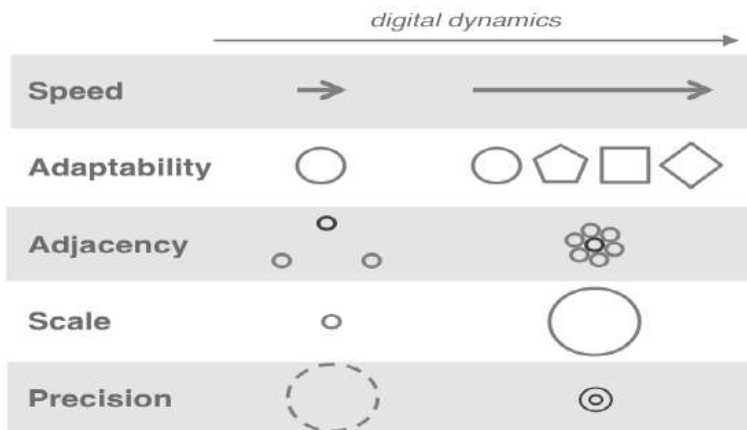
The simplest way to describe the current interactive communication model that relies on modern technologies is through improving Shannon and Weaver's (1949) traditional communication model. The initial suggested communication model includes sender, channel and receiver. The model assumes that the sender transforms information (thoughts, ideas, opinions and etc.) to a symbolic form (encodes), and then sends to a receiver through the communication channel. The receiver then interprets the message through decoding it. The crucial part of this process is to correctly bring the message of the sender to the receiver through encoding and decoding processes (Close, Online Consumer Behaviour, 2012). This is when customer's previous experiences and background may interfere the proper message delivery. Such traditional marketing communication channels allowed businesses to collect the feedback on the promotional campaigns primarily through separate research or studies. However, the modern marketplace provides interactive communication models (with the ascent of contemporary technologies),

¹²⁹Improved by author; Data received from Shannon and Weaver (1949)

that allows sender and receiver interchange their positions while they react to each other's messages (see Picture 1). The reactions of customers (email replies, re-tweets, comments on social platforms) are valuable information to businesses, and this is another modern feature of innovative marketing enabled through the rapid development of ICT.

Consequently, it is vital to underline that latter robust transformations in the market pose further challenges to businesses. Brinker (2015) summarizes the outcomes of digital transformation to the businesses, through the five components of «digital dynamics»: speed, adaptability, adjacency, scale and precision (See Picture 2).

Speed: The speed of the Internet in both spreading and gathering any information or data is astonishingly fast. Individuals can easily search, find, use or download any information required in a few seconds. Furthermore, importance of social networking sites has considerably grown with the emergence of the modern Web applications, which can spread news and ideas across a massive and distributed audience in a few hours. This has changed not just business communication strategies, but also the expectations of immediacy that potential customers have of businesses.



Picture. Digital Dynamics: SAASP¹³⁰

¹³⁰ Reprinted from <http://chiefmartec.com/2015/09/5-digital-dynamics-transforming-marketing/>

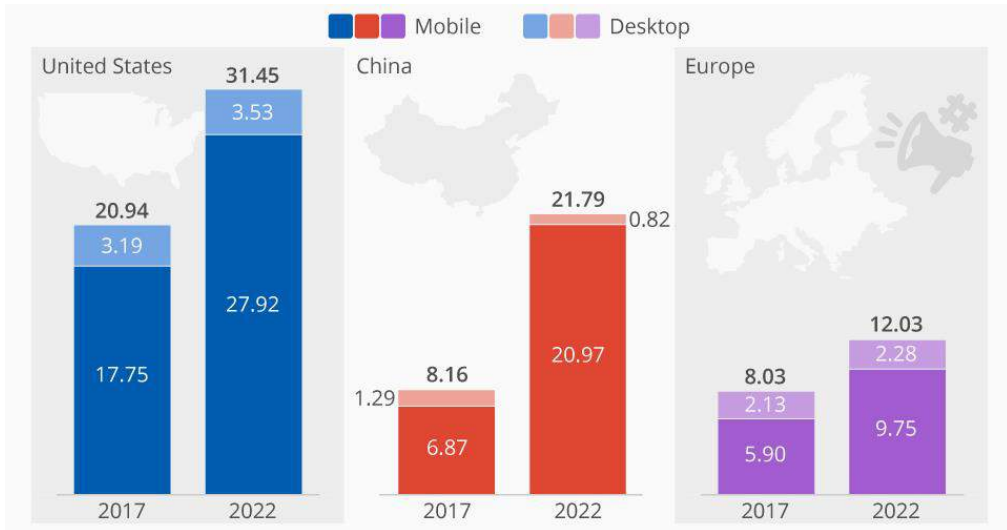
Adaptability: It is often hard to catch up with the ever changing and developing technological world in today's digital age. Therefore, the adaptability of technologies and software are one of the most challenging factors for individuals to follow the digital trends. Businesses are trying to pursue people to catch up with latest digital trends, through making it simple and flexible.

Adjacency: The social media, one of the key tools of the digital age, brought the competitive landscape of businesses just a click away. Businesses now should no more focus on only the geographic location in implementing marketing approaches.

Scale: Businesses used to struggle to reach the customers, to provide them with full and related information. While with the advent of social media and other digital applications the matter of scale of audience to reach can go from few hundred visitors to millions just overnight with just posting a popular piece of content.

Precision: The concept «big data» became popular with the constant technological developments. Currently, businesses have much more accurate information about their potential customers as never before. The accurate data processing allows business to plan effective marketing strategies and increase customers' interest into their products and services.

The Potential of Social Media Advertising¹³¹



¹³¹ The Potential of Social Media Advertising. (Source: Reprinted from Statista, 2017)

Content marketing development¹³²

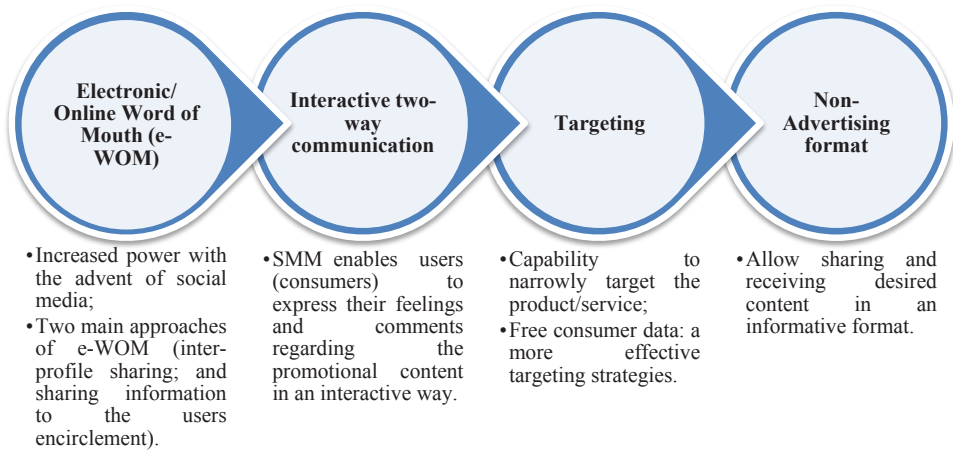
Years	Content Marketing Events
1732	B. Franklin first publishes the yearly Poor Richard's Almanac, with the aim to promote his printing business.
1801	Paris bookstore «LibrairieGalignani» implements creative content methods to grow its business, such as offering a reading room and printing a newspaper that featured articles from influential authors and books.
1861	S. Wagner launches «American Bee Journal», a magazine that is still being published.
1867	Hartford Steam Boiler Inspection and Insurance Company debuts «The Locomotive», which is now said to be the oldest company magazine continuously published under the same name in the United States.
1888	Johnson & Johnson launches a publication called Modern Methods of Antiseptic Wound Treatment that is aimed at the needs of doctors to whom the company sold bandages. The company also launches two publications to share helpful articles with the medical community.
1895	J. Deere launches the first ever customer magazine called «The Furrow», which now has a 1,5 million circulation in 40 countries and 12 different languages.
1904	Jell-O distributes free copies of a recipe book «Jell-O Recipes», that contributes to sales of over USD 1 million by 1906.
1930	P&G begins radio «Soap Operas» with brands, such as Duz and Oxydol.
1982	Hasbro Partners with Marvel created «GI Joe» comic book that leads to revolution in Toy marketing.
1987	LEGO launches «Brick Kicks Magazine» (now LEGO Club Magazine).
1990	The emergence of WWW, created by CERN physicist Tim Berners-Lee.
1992	AOL for Windows launches.
1994	Geocities is founded.
1996	Web conferencing by Placeware/Xerox's PARC Laboratory. John F. Oppedahl first used the term «Content Marketing» in the roundtable for journalists at the American Society for Newspaper Editors.
1997	AOL Instant Messenger.

¹³² Developed by author; Data received from Pulizi (2016) and Cannon (1999)

1998	J. Jimerson become a director of online and content marketing at Netscape.
1999	J. Cannon provided the first definition of content marketing «in content marketing, content is created to provide consumers with the information they seek».
2001	«Content Marketing» used in Clevevelend, Ohio (nearly USD 20 billion is spend on custom content).
2002	Social media boom (MySpace, Friendster, Facebook, YouTube.
2004	Microsoft launches first major corporate blog, called «Channel 9».
2006	Twitter created; Facebook opens up to everyone.
2007	7 out of Top 10 UK Newstand Publications are customer magazines.
2008	P&G launches content site BeingGirl.com. The first handbook on content marketing is released – «Get Content Get Customers»
2009	The average company spent USD 1.8 million per year on content creation and distribution.
2010	25 percent of Marketing budgets are spent on content marketing; 88 percent of all brands use content marketing. Content Marketing Institute (CMI) is established.
2011	Google + is launched; WordPress powers around 50 million blogs. L’Oreal buys Makeup.com and relaunches it as a content platform. CMI launches «Chief Content Officer» magazine and the «Content Marketing World» annual conference, that is currently the world’s largest content marketing-oriented event.
2012	Kraft Company starts to focus its entire marketing department around content. This radical change in the marketing strategy of the company resulted in fourfold increase in marketing ROI over what the company achieved with the targeted advertising. Intel launches a digital magazine focused on tech culture «Intel IQ».
2013	Red Bull Media launches 20 mini-movies.
2014	The Lego Movie debuts.
2015	The first documentary movie about content marketing is presented «The Story of Content: Rise of the New Marketing».
2016	Arrow Electronics purchases UBM’s electronics media portfolio, making it one of the first major examples of a Fortune 500 company acquiring multiple media companies.

The growing popularity of SMM can be defined with the line of market opportunities and benefits enabled with growth of social platforms.

Benefits of Social Media Marketing¹³³



¹³³Developed by author

➤ *Coordinating Council on Development of Computerization and Information-Communication Technologies* (www.ICTCouncil.gov.uz).

The Coordinating Council, led by a Deputy Prime-Minister of the Republic of Uzbekistan, is a supreme body on coordination of development of computerization and ICT. The main functions include:

- Formulating an ICT Development Strategy;
 - Overseeing the development of ICT Programs;
 - Defining a policy aiming at the creation of favorable climate for ICT development;
 - Coordination of training and re-training of qualified personnel in the ICT Sector;
 - Facilitation of the creation of a competitive environment and support of innovative businesses in the ICT sector;
 - Facilitation of the development of international cooperation in ICT and extension of access of educational establishments to information networks.
- *Communications and Information Agency of Uzbekistan* - is a special authorized body on state regulation in the communications and ICT sector. The main objectives of this body:
 - Organization of performance of communication and ICT development programs;
 - Deepening economic reforms in the communication and informatization sector;
 - Regulating telecommunication infrastructure development, creation of a competitive environment, licensing and maintenance of certification in communication and ICT;
 - Development and introduction of modern standards and requirements for telecommunication and information technologies;

- Coordination of practical activities of Ministries and Agencies/Committees on creation and use of information databases, networks, electronic government;
- Expertise of created electronic information networks;
- Realization of measures on protection of consumers' rights and provision of information security in communications and ICT;
- Development of draft legislative acts and standards in ICT.
- *«Uzinfocom» - Center for development and implementation of computer and information technologies.*

Uzinfocom is responsible for developing and realization of the strategic goals of the national program for the computerization development and ICT implementation in all sectors of the economy, management and the social sphere, as well as satisfying the informatization needs of the Republic.

The following main activities are covered by the Center for development and implementation of computer and information technologies:

- The preparation of the program projects and other legal frameworks in the sphere of information-communication technologies development by the order of the Uzbek agency of communication and informatization;
- The participation in the tenders related to the programming, information databases, web-site developments and other programming products within the key economic sectors;
- Delivering the wide variety of information and consulting services for the governing bodies, state-financed organizations and for private businesses on the questions of computerization and implementation information-communication technologies;
- The preparation of the quarterly reports and reviews on the global trends of the information-communication technologies development, and the modern international standards in the sphere.

The availability of the valid legal framework serves as the fundamental base for the development of ICT sphere in the Republic. The current legal framework provides

a normative framework for ICT development, such as the order of establishment of companies on the market of telecommunications and information technologies. The following Laws identify the strategic ICT development directions of Uzbekistan (www.lex.uz):

- The Law on Communications;
- The Law on Telecommunications;
- The Law on Radio-frequency spectrum;
- The Law on Mass media communication;
- The Law on Informatization;
- The Law on guarantees and freedom of access to information;
- The Law on Copyright Rights;
- The Law on Licensing of some kinds of activity;
- The Law on protection of right of computers software and databases;
- The Law on electronic digital signatures;
- The Law on electronic document management;
- The Law on electronic commerce.

The major part of the legislation consists of the President's Decrees and Government Resolutions, as well as normative acts, regulating the different aspects of ICT development.

Key development directions of the Strategy for Action 2017-2021¹³⁴

Sections of the State Program	The implementation of the legal frameworks	The goals and objectives of the State Program
Section One	The implementation of 53 items including the development of over 50 regulatory Acts, Concepts and road-maps.	<ul style="list-style-type: none"> ● Electronic Government - Consolidation of the role of parliamentary control, introduction of the «Electric Government» system; ● Transparency of the government agencies - Implementation of administrative reform, provision for the effectiveness and transparency of government agencies, introduction of administrative procedures into their activities; ● Public control - Enhancement of participation of citizens and the media in the socio-political life of the country, improvement of the mechanisms of Public Control; ● Strengthening the control of the councils - improvement of the structure and expansion of the powers of state authorities in localities, strengthening the control of the councils of people's deputies over the activities of local executive bodies; ● Civil Service - Securing an equal access to civil services, adoption of the Law on Civil Service; ● Gradual reduction of state participation in economic sectors of the country; ● Creation of «People's Reception Rooms» rooms in each district (city) to consider appeals from individuals and corporate entities. ● Creation of reliable legal bases for the development of Public-private partnership.
Section Two	The implementation of 63 items providing 71 actions. They stipulate the development of 60 regulatory acts, concepts and	<ul style="list-style-type: none"> ● Establishment of the term of Tenure for Judges: for the first time - 5 years, after 10 years and further - lifetime; ● Improvement of the passport system by cancelling a procedure of issuing an authorization record (Sticker) for travelling abroad; ● Elimination of criminal punishment in the form of arrest with the expansion of a use of alternative forms of punishment not related to the deprivation of liberty; ● Radical improvement of the activity of the internal

¹³⁴ Developed by author based on data collected from 2017-the year of sweeping reforms, 2018.

	road-maps.	<p>affairs bodies in combating crime and protecting public order;</p> <ul style="list-style-type: none"> ● Determination of the maximum limit of age of judges; district and regional courts - up to 65, Constitutional and Supreme Courts - up to 70; ● Development of the Concept of improvement of criminal and criminal procedural legislation for 2018-2021; ● Introduction in the criminal process of a simplified procedures of pre-trial and judicial proceedings in cases of crimes that do not pose a major public danger; ● Gradual transition of the notary to an active off-budget model as institution for the prevention of civil-legal and economic conflicts.
Section Three	The implementation of 77 items providing 105 actions. They stipulate the development of 70 regulatory acts, concepts and road-maps.	<ul style="list-style-type: none"> ● Ensuring timely implementation of 649 investment projects totaling 40 billion USD; ● Implementation of the project on the purchase of two high-speed passenger trains «Talgo 250»; ● Reduction of cotton areas at 49,000 hectares and grain areas at 10,000 hectares in the released lands; ● Establishment of the Commissioner for the Protection of Rights and Legitimate Interests of Business Entities under the President of the Republic of Uzbekistan (Business Ombudsman); ● Institution of Innovative Industrial Parks of small businesses in Yashnabad and Almazar districts of Tashkent city; ● Implementation of investment projects that make it possible to produce up to 3.7 million tons of coal a year; ● Construction of a 2,300 km fibre optic line, installation of 1,843 base stations of mobile operators, installation and launch of 66 powerful and 328 low-power digital TV transmitters on the territory of Uzbekistan. ● Ensuring food security, boosting production of Fruits, vegetables, potatoes, grapes, prevention of sharp rise in prices in the domestic market; ● Simplification of the sale procedure for unused public property, including sales at a «zero» cost; ● Implementation of measures to step up the position of the Republic of Uzbekistan in the World Bank's international rating «Doing Business».
Section Four	The implementation of	<ul style="list-style-type: none"> ● Provision of financial assistance to 55,000 unemployed pensioners (former employees of enterprises);

	<p>99 items providing 126 actions. They stipulate the development of 100 regulator acts, concepts and road-maps.</p>	<ul style="list-style-type: none"> ● Provision of prosthetic and orthopedic appliances and rehabilitation tools for at least 10,000 people with disabilities and lonely elderly; ● Construction of supply networks of portable water (415.3 kilometers), electricity (291,5 km), natural gas (316,9 km), roads (291 km) and trade infrastructure objects (134 in new rural residential areas); ● Optimization and revamp of 242 farm markets and construction of 40 modern hypermarkets, 63 supermarkets and 139 minimarkets on their territory; ● Provision of free resort treatment for at least 35,000 veterans of war and labor front of 1941-1945, retired professionals, people with disabilities, lonely elderly and representatives of other low-income population; ● Construction of 19,610 items of affordable standard design housing in rural areas; ● Reconstruction of 107 and overhaul of 195 preschool education institutions. Strengthening of logistical capacity of 367 secondary schools across the country.
<p>Section Five</p>	<p>The implementation of 28 items providing 29 actions. They stipulate the development of 13 regulatory acts, concepts and road-maps.</p>	<ul style="list-style-type: none"> ● Reorganization the state border defense system of the Republic of Uzbekistan; ● Consolidation of system-based measures on mitigating the impact of the Aral Sea disaster; ● Road-maps on the development of cooperation with foreign partners; ● Catalyzing people's democracy, streamlining the Council of Friendship Societies and cultural and educational relations of Uzbekistan with foreign countries; ● Reforming the regulatory framework in cyber security sector; ● Specification of major principles of building relationships with key foreign partners; ● Bolstering the international image of Uzbekistan.

The SMM strategy analysis of national businesses¹³⁵

	Napa Advertising	The Leader	The Button
SMM strategy development stages	Depends on the uniqueness of the SMM campaign.	Depends on the uniqueness of the SMM campaign: 1)Idea generation; 2)Targeting; 3)Filming procedures; 4)Processing; 5)Launching.	Depends on the uniqueness of the SMM campaign.
The most popular SMM channels	1)Facebook; 2)Instagram; 3)Odnoklassniki.ru (only for target market located in regional cities); 4)Telegram Messenger	1)Facebook; 2)Odnoklassniki.ru; 3)Instagram; 4)Telegram Messenger; 5)YouTube.	1)Facebook; 2)Odnoklassniki.ru; 3)Twitter; 4)Instagram.
SMM effectiveness metrics	1) The coverage (the number of target audience wishing to interconnect with the brand/page); 2) The quantity of phone calls to the company.	1)The quantity of Leads; 2)The quantity of Likes	1)The coverage (the number of target audience wishing to interconnect with the brand/page); 2)The quantity of leads; 3)Leads and shares show the creativity level of the post.
SMM growth trends in the national market	1)Inexpensive way of promoting the product/service; 2)Most of the companies do not understand the inner mission of SMM, and thus majority of social media campaigns are limited to content management strategies.	1)The age groups between 16-24 prefer to search for brand information on social media (ex. Facebook) rather than on search engines; 2)Video is becoming the most preferred content format.	1)The national market will see a rapid growth of SMM expansion in all sectors of the economy.

¹³⁵Developed by author; Data received from interview-survey results

a.

The screenshot displays the Facebook profile of 'Ucell' (@ucell). The page features a navigation menu on the left with options like Home, About, Photos, Reviews, Videos, Notes, Events, Careers, and social media links for Instagram, YouTube, and Twitter. The main content area shows a post from Renata Kh on November 3 at 10:14 AM, with the text: 'вам нужно улучшить сервис обслуживания, и качество связи, и не снимать просто так со счета деньги тогда люди может и останутся у вас а не уйдут в лучшие компании где лучше сервис'. Below the post is a comment from 'Ucell' dated November 2 at 6:05 PM, which reads: 'Добрый день! Мы постоянно работаем над улучшением качества связи и обслуживания, и искренне сожалеем, что у вас сложилось подобное мнение о компании Ucell. Просим вас в личных сообщениях сообщить суть проблемы.' The right sidebar shows 166K total likes and 165K total follows, along with an 'Invite' section for friends and a language selection menu.

Ucell @ucell

Home About Photos **Reviews** Videos Notes Events Careers Мы в Instagram! Мы на Youtubel Posts Groups Community Мы в Twitter! Info and Ads

Liked Following Share ... Use App Send Message

3.4
3.4 out of 5
Based on the opinion of 2,875 people

Do you recommend Ucell?
Yes No

Ratings and reviews have changed
Now it's easier to find great businesses with recommendations
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Ulugbek Ibrakhimov Компания который вводит своих абонентов в заблуждение. Столько не удобств. Отправил неверное сообщение. Просит для перехода на тарифный план "Счастливые 25+" набрать *120# а на самом деле нужно набирать *877#

Ulugbek Ibrakhimov Спасибо компании Ucell за потраченные нервы и неудобства.

Ucell Здравствуйте. Приносим свои извинения за неудобства и просим вас оформить заявку, чтобы решить данную проблему.
Behzod, Ucell Web Team

Zafar Rahimov reviewed Ucell

b.

UMS
ОПЕРАТОР СВЯЗИ,
КАКИМ ОН ДОЛЖЕН БЫТЬ

UMS - официальная страница компании @UniversalMobileSystems

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c.

«Bormisizlar» campaign



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Bormisizlar? Ishlaringiz yaxshimi? Suhbatlashmaganimizga ham ancha bo'lib qoldi. Shunday emasmi? Keling bir birmizni yaqinroq bilib o'tamiz va turli qiziqarli mavzularga suhbatlashamiz

Давненько мы с Вами не общались. Не так ли? Давайте узнаем друг друга лучше и просто пообщаемся на интересные темы.

Bormisizlar?

38378+



Xalq tanlovi

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Artel Assalomu alaykum, Matlubu opal Ishlaringiz yaxshimi?
Like Reply 9w

Она Севги ВА АЛАЙКУМ АССАЛОМИ ИШЛАРИҒИМ ЯХШИ ШУҚУРҒИ СИЗЛАРГА ОМАД ДОИМО ТИЛАЙМАН. УЗБЕГИМНИ ТАНЛОВИ БУЛИБ ҚОРИНГЛАР. ДОИМ Artel #halqtanlovi БУ МЕНИНГ ТАНЛОВИМ
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Она Севги #Artel СИЗ БИЛАН ФАХРЛАНАМАН
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Write a reply...

Kasimov Vaxtiyor Кайерда сухбатлашамиза...
Like Reply 9w


Artel Assalomu alaykum, Бахтиёр aka! Bu yerda suhbatlashishimiz mumkin. Ishlaringiz, sog'ligingiz yaxshimi?
Like Reply 9w


Абдувалиева Зийда Мы тут 😊
Like Reply 9w


Artel Мы очень рады, что Вы с нами 😊
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izohlarda yozishni unutmang.

Итак, первый вопрос! Какую технику компания Artel начала производить первой? На размышление у Вас всего одна минута. Не забудьте написать правильный ответ в комментариях.
#xalqtanlovi #madeinuzbekistan




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638 Comments · 28 Shares



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же соседи, обмениваются и угощают друг друга кашушками плова и приготовленными сладостями.
Желаем Вам приятных праздников.



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Artel
Appliances

👍👎❤️ 800

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1 Changyutgichni to'liq quvvatda ishlamang
 2 Nam axlatni changyutkich bilan tortmang
 3 Qurilish axlatini, o'tkir va og'ir narsalarni aslo tozalamang, chunki ular changyutgich motoriga zarar yetkazishi mumkin
 4 Tozalab bo'lgandan so'ng changyutgich xaltasini yoki idishini tozalashni unutmang



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Печеная картошка на костре... Вы помните ее вкус... Это вкус беззаботного детства, интересных историй и запаха костра. Предлагаем Вам на минуту вернуться назад в детство и поделиться с нами своими самыми приятными воспоминаниями. #xalqitanlovi #madeinuzbekistan



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Taniangl! 🤖

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Oq terakmi ko'k terak bizdan
sizga kim kerak

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artel October 25 at 11:09 AM

Sizning televizoringizdan dinozavr paydo bo'lsa nima qilgan bo'lar edingiz?
А что бы сделали Вы, если из Вашего телевизора вылез динозавр?
#xalqtaqilovi #madeinuzbekistan



UNUTILMAS HISSIYOTLAR MAMBAI

ARTEL TV LED 9000 43"

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Samsung November 13 at 3:07 PM

Две обложки по цене одной! Приобретайте стиральную машину Samsung QuickDrive прямо сейчас!
КУПИТЕ СТИРАЛЬНУЮ МАШИНУ QDrive™ И ПОЛУЧИТЕ ТЕЛЕВИЗОР В ПОДАРОК



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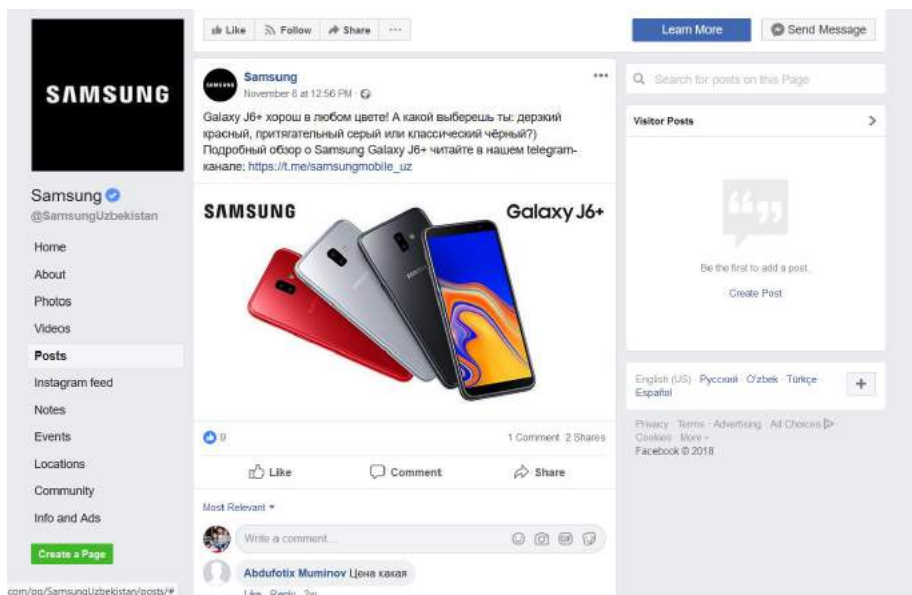
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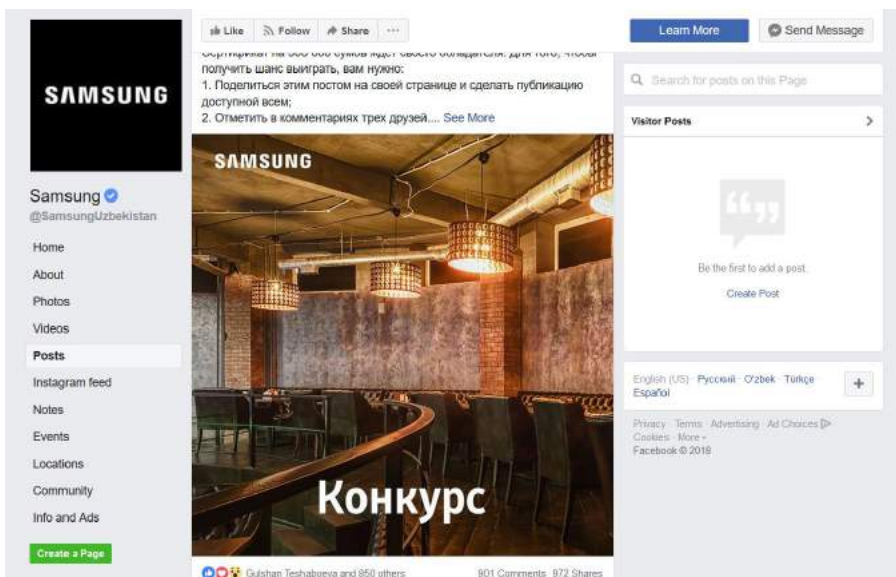


f. Samsung promotion campaign description:

Уютный вечер в гастробаре «Пастернак» от Samsung! Сертификат на 500 000 сумов ждёт своего обладателя. Для того, чтобы получить шанс выиграть, вам нужно:

1. Поделиться этим постом на своей странице и сделать публикацию доступной всем;
2. Отметить в комментариях трех друзей. Конкурс действует только среди жителей г. Ташкента.

Победитель будет определен с помощью сервиса randstuff.ru 22 ноября 2018 года. Удачи!



Artel promotion campaign description:

Aziz Do'stlar, biz tanlov e'lon qilamiz! Artel TV LED A 9000 43" televizorini yutib olishni istaysizmi? Unda 3ta oddiy shartlarimizni bajarib, vatanlovda ishtirok etishimkoniyatini qo'lgakiriting:

✓ <https://www.facebook.com/arteluzb> Artel sahifasiga obunabo'ling (sahifaga like qo'ying);

✓ O'z sahifangizdabular post bilan bo'lishing (post hamma uchun ochiq bo'lishi kerak);

✓ Bu rasm ostida «Mening tanlovim Artel» izohini qoldiring;

Tanlov 20-dekabr soat 12:00 gacha davom etadi va shu kunning ozi 20-dekabrda biz Artel TV LED A 9000 43" televizorining g'olibini e'lon qilamiz. Barcha shartlarni bajargan ishtirokchilar tanlov qatnashchilari sanaladi. Tanlov faqat O'zbekiston hududida amal qiladi. G'olib contest.agorapulse.com dasturi yordamida aniqlanadi.

Barchangizga omad tilaymiz!

Друзья, мы объявляем конкурс и хотим разыграть телевизор Artel TV LED A 9000 43".

Для этого вам нужно выполнить 3 простых условия:

✓ поставьте лайк странице Artel <https://www.facebook.com/arteluzb>

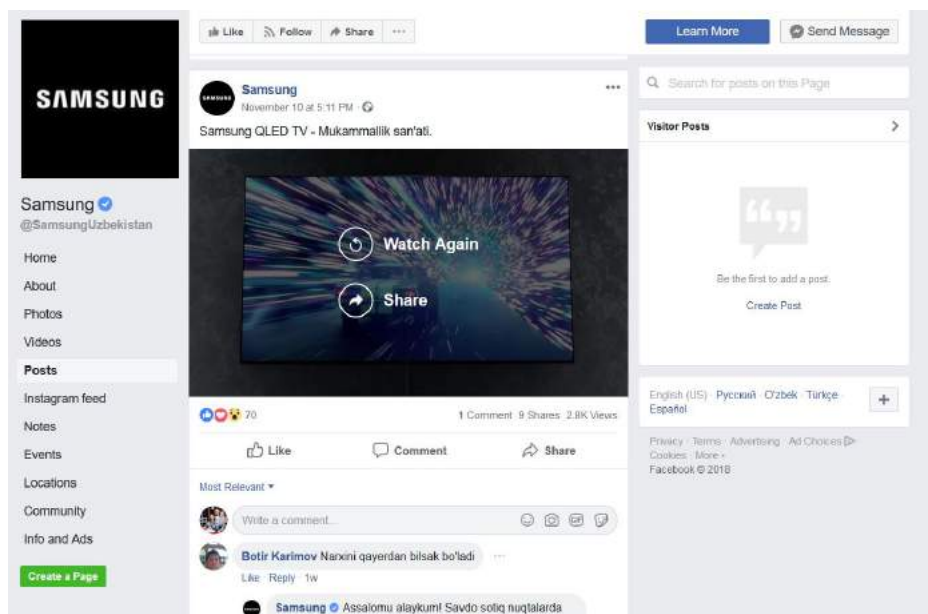
✓ поделитесь этим постом у себя на страничке (в открытом доступе);

✓ напишите комментарий под постом «Мой выбор - Artel»

Розыгрыш будет проходить до 12:00 20 декабря 2018 года и в тот же день 20 декабря мы объявим победителя, который и получит телевизор ArtelTVLEDA 9000 43".

Напоминаем, что в розыгрыше участвуют только те, кто выполнит все условия конкурса. Страницы участников должны быть открытыми, а репост о розыгрыше общедоступным. Конкурс будет действовать только на территории Узбекистана. Победитель будет определен случайным образом с помощью независимой платформы contest.agorapulse.com

g.



Samsung
November 10 at 5:16 PM

Samsung QLED TV - так выглядит совершенство.

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Umidjon Kamilov Цена 55
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Samsung Здравствуйте! Чтобы ознакомиться с ценами на телевизоры Samsung QLED, просим Вас

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asaxiy.uz - Ваш Интернет-Магазин
November 9 at 9:26 PM

Готовы встретить золотистую листву и пряный запах осени? 😊
Поделитесь, какие планы на ближайшее время? Курсы, работа, а, может быть, долгожданный отпуск? Что бы вы ни запланировали, Huawei P20 lite готов снимать яркие моменты вашей жизни 😊
<https://u.to/5JoOFA>

Цена 🏷️ 2 269 000 сум
Заказывайте по тел 📞: (71) 200-01-05 ... See More

HUAWEI P20 lite

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Птица Суракар, меняет цвет каждую секунду. Ее снимали 19 фотографов 62 дня, чтобы Вы увидели это чудо 🌈❤️
Mo'jazaviy Surakaf qushi, u har sekunda o'z rangini uzatadi. Quyidagi videoni tayyorlash uchun 19 fotograflar 62 kun davomida ishlashdi. 🌈❤️



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i.

Zafar Khashimov Timeline Recent

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Citizen, Entrepreneur, The Family Man.
Followed by 14,099 people


Photos



Friends 5,000 (46 Mutual)

Nizor Husayev Komonilla Kozimov Igoriana S...
Zafar Khashimov is with Firuz Allaev.
November 22 at 2:31 PM

asaxiy.uz mena Djordz Oruallning "1984" romanining uzbek tilida nashr qilingan ilk nusxalaridan birini xadja qilishdi. Bu romanni ilk bor 1993 yilgi studentlik davrimda neg znda uzb yorganimda Universitet kutubxonasidan olib, uzing adim. Roman mena juda katta taasurot ko'ldirgan adi. Sovet Ittifoqi andigina tarqalib, biz istiklolimizga erishgan usha yillar kitobda tasvir etilgan hodisa va manzaralarining bar-chasi endi ortda, sovet utimishida kolddi, deb ushanda uylardim, shu bilan bvirg... See More




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korzinka.uz
November 12 at 10:04 PM 🌐

Как вам снег, друзья?
Не забудьте загадать желание!
❄️❄️❄️
Qor sizga yoqyaptimi, do'stlar? Tezroq tilak bildiring!



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korzinka.uz
November 11 at 10:02 AM

На очереди еще одна Корзинка в копилку!
Друзья, угадайте где откроется новая Корзинка и первый подписчик, угадавший локацию нового супермаркета – получит сувенирную тележку от korzinka.uz!



26 60 Comments 8 Shares

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July 24

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Больше фото (с ценами и размерами) по активной ссылке https://t.me/kanishka_dsgn



15,337 people follow this

Ranasha Giyasova and 22 other friends like this or have checked in

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THE BLACK QUAIL
August 1, 2017 · 🌐

Приветствуем, друзья! Как известно ранее, 2 июня мастерскую команды The Black Quail посетил гуру кожаного искусства – Стефано Паррени. Целую неделю он находился в нашем цеху и лично обучал наших мастеров искусству ручного шитья. Благодаря многолетнему опыту этого выдающегося человека, команда The Black Quail вышла на новый уровень и в ближайшее время порадует Вас новыми решениями, достойными Вашего внимания. Благодарим редакцию журнала The Mag за предоставленное видео и фотографа Ibragimova Diana Photography за потрясающие фотографии. Подробности читайте на официальной странице журнала The Mag:
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#theblackquail #bominuzbekistan

Rano Sabirova and 167 others · 12 Comments · 9 Shares · 4.9K Views

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Друзья! Благодаря Вам команда The Black Quail никогда не стоит на месте и стремится только вперед, для того чтобы приносить в Вашу жизнь комфорт и яркие краски. Исходя из этого, прежде чем создавать новую коллекцию, мы хотим узнать у Вас, какие цвета кожи Вы бы предпочли видеть в нашей палитре. Общение с Вами и мнение каждого человека для нас имеет огромное значение, ведь перепёлка любит всех своих друзей!

Какой из данных оттенков коричневого Вам нравится больше всего?

Тёмный оливково-коричневый	Красно-коричневый	Тёмный красно-коричневый

п.

Потребитель.Уз
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Zafar Khashimov
Conversation Starter · November 23 at 12:08 PM

Хорошая новость!
На всех кассах сети korzinka.LUZ и Rediag теперь можно расплачиваться через приложения Payme и CLICK. Все, что вам нужно, это отсканировать на кассе QR код с приложения. Сам испытал. Ничего больше, никаких лишних движений и проволочек. Просто моментальная оплата. Никаких ожиданий. Если этим удобством начнут пользоваться критическая масса наших клиентов, мы все забудем, что такое очереди на кассу.
Хочу настоящим постом поблагодарить партнеров и наших сотрудников, которые подарили нам такой прекрасный инструмент в этот светлый день.
Это быстро, удобно и безопасно. phttps://www.facebook.com:/132590710119762/posts/2180564005322412/

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Gulnasa Rahimjon Qizi
62 mins

Hozir eng kam oylik ish haqi 1-noyabr holatiga ko'ra 202.730 so'm etib belgilangan. o'rtacha ish haqi esa 800-1mln so'm. lekin bu summani O'zbekiston sharoitida aynilasha davlat istixonasida ishlab topish uchun mutaxassis ertalab soat 9-00 dan boshlab to kech soat 20-00 gacha bazida 22-00, 23-00 gacha ishlaydi. shanba yakshanbaku kamdan kam dam oladi. Ana shuncha mehnat qilib pul topsayu topgan puliga olgan mahsulot o'zini oqlamasa yomon alam qilarkan. Biz korzinka.uz supermar... See More

Tuzun pand va nasihatlar
22 friends · 58,422 members
+ Join

Taqdir
58,104 members
+ Join

Kitobxonlar davrasi
15 friends · 16,402 members
+ Join

Аллоҳим ҳамма мусулмонларни Фазлине билан ураб олин!
Аллоҳим ҳамма мусулмонларни ҳақ устида бирлаштиринг!

Дуо - ибодатнинг мазиди!!!
16 friends · 50,883 members
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	Average monthly active users	Age (out of the total US population for the age group)	Gender	Average time spent	Device type	Key facts
Facebook	2.2 billion	18-29	Female	35 average minutes per day	Desktop	On average 2.5 seconds spend on each desktop content; 1.7 seconds on each mobile content; 30% of retail shoppers recently made a purchase discovered a new product on Facebook.
		30-49	Male		Mobile	
		50-64				
		65+				
Instagram	800 Million	18-29	Female	15 average minutes per day	Desktop	59% of teenagers consider Instagram as the best platform to find about new products; 53% of users follow brands.
		30-49	Male		Mobile	
		50-64				
		65+				
Pinterest	200 Million	18-29	Female	14.2 average minutes per visit	Desktop	66% of women between 25-54 use Pinterest; 60% of Pinterest households have children 5 or under; 10 percent of users are more likely to purchase when referred by Pinterest than other networks.
		30-49	Male		Mobile	
		50-64				
		65+				
Twitter	317 Million	18-29	Female	2.7 average minutes per day	Desktop	84% of Twitter users use to find reviews and ideas; 75% of Twitter users check the site daily to get their news.
		30-49	Male		Mobile	
		50-64				
		65+				
LinkedIn	106 Million	18-29	Female	17 average minutes per visit	Desktop	80% of B2B social media leads come from LinkedIn.
		30-49	Male		Mobile	
		50-64				
		65+				
YouTube	1 Billion	18-24	Female	40 average minutes per day	Desktop	YouTube reaches more 18-49 year olds than any other cable network in the US.
		25-34	Male		Mobile	
		35-44				
		45-54				
		65+				



Source: Spredfast (2018)

	Top pages	Page description	Number of local followers	Number of total followers
Brands	Beeline Uzbekistan	Telecommunication company (Uzbekistan)	99,866	187,882
	Ucell	Telecommunication company (Uzbekistan)	94,294	167,011
	Samsung	Technology manufacturing company (Global)	61,995	62,251
	LG Uzbekistan	Technology manufacturing company (Global)	54,355	61,413
	Korinka.uz	Retail chain market (Uzbekistan)	35,704	48,325
	Mired Buildings	Construction company (Uzbekistan)	35,314	46,834
	Artal	Technology manufacturing company (Uzbekistan)	29,647	38,871
	Makro Supermarket	Retail chain market (Uzbekistan)	25,660	36,661
	Vivat Mebel	Furniture manufacturing company (Uzbekistan)	25,642	30,344
	Designed for Fitness Global	Internet shop for fitness clothing (Global)	24,903	469,881
Celebrities	Sevara Nazarkhan	Singer/Musician (Uzbekistan)	84,234	147,611
	Iyusha	Singer/Musician (Russia)	38,955	426,014
	Timati	Singer/Musician (Russia)	38,370	591,124
	Vera Brezhneva	Singer/Musician (Ukraine)	38,030	587,607
	Ayaz Topalov	Singer/Musician (Ukraine)	35,523	839,789
	Evelina Khromtchenko. C'est officiel!	Journalist/TV personality/Writer-Fashion (Russia)	17,618	733,611
	Dima Bilan	Singer/Musician (Russia)	16,081	325,472
	Павел Воин	Comedian/Actor/Singer (Russia)	14,601	449,097
	Девидан	Singer/Musician (Russia)	14,311	265,398
	Доктор Коваловский	Pediatrician/Writer/TV personality-Medicine (Ukraine)	12,095	945,662






	AdMe.ru	Website about Lifestyle/Creativity (Russia)	96,723	5,126,159
	В мире чудес	Interesting stories (Ukraine)	91,917	2,033,391
	Uzbek MDK	Unique information/video sharing channel (Uzbekistan)	78,229	113,383
Community	TROLL.UZ	Comedy channel (Uzbekistan)	60,937	89,746
	Все про женщин и мужчин	About relationships (Russia)	57,637	2,043,593
	Oldlife.ru	Russia	48,779	1,032,184
	Под небом Узбекистана	About Uzbekistan (Uzbekistan)	48,773	64,322
	Lemowl.net	Entertainment news (Russia)	45,921	1,838,061
	Психология отношений	Relationship psychology (Russia)	43,224	1,299,611
	В мире интересного	Entertainment news (Russia)	38,724	736,424
	Comedy Club	Comedy Club's channel (Russia)	47,479	3,340,988
	Вечерний Ургант	TV Show "Вечерний Ургант" (Russia)	19,791	581,525
	Topface	Global	9,801	1,541,564
Entertainment	VideoBoom	Global	9,727	1,354,190
	Битва экстрасенсов	TV show "Битва экстрасенсов" (Russia)	9,491	339,627
	Наша Russia	Comedy channel (Russia)	7,661	203,988
	Ноль ТВ	News (Ukraine)	7,339	101,641
	Алеус: все новости и блоги	News (Russia)	6,543	2,114,522
	Интернетъ	News (Russia)	6,472	1,535,265
	ПроекторПермьХилтон	Russia	5,774	940,880
	Kun.uz	News (Uzbekistan)	146,170	203,234
	Daryo	News (Uzbekistan)	72,888	94,567
	BBC Uzbek	News (Uzbekistan)	71,407	327,156
Media	Gazeta.uz	News (Uzbekistan)	64,632	85,541
	HTB	News (Russia)	44,501	930,553
	Вести.ру	News (Russia)	36,693	1,786,348
	Первый канал	News (Russia)	35,723	897,170
	U224	News (Uzbekistan)	31,311	41,274


Places	April Verdant Restaurant	Restaurant (Uzbekistan)	40,136	48,033	
	Afisha.uz	Entertainment news (Uzbekistan)	29,554	40,161	
	NEXT торгово-развлекательный комплекс	Shopping center (Uzbekistan)	24,426	30,392	
	Black Bear Kofi	Coffee Shop (Uzbekistan)	19,166	22,116	
	Chenson	Restaurant (Uzbekistan)	12,101	15,976	
	Голубые Нурида Ресторан	Restaurant (Uzbekistan)	11,719	12,089	
	Россия-Российская Федерация-Russia	Russia	11,209	1,813,125	
	Караван Групп	Restaurant chain (Uzbekistan)	10,202	17,289	
	СМІ афірпарту бар	Bar (Uzbekistan)	10,205	14,107	
	Шевкат Мирзиёев- Sharikat Mirziyoyev	Uzbekistan	112,044	194,667	
	U.S. Embassy Uzbekistan	Uzbekistan, United States	48,249	77,507	
	British Council Uzbekistan	Uzbekistan	30,384	42,392	
	Дмитрий Медведев	Russia	22,770	1,421,896	
	European Union in Uzbekistan	Uzbekistan, Global	9,502	17,322	
	Ministry of Foreign Affairs, Uzbekistan	Uzbekistan	8,734	16,867	
Society	British Embassy in Tashkent	Uzbekistan, United Kingdom	8,475	12,459	
	Владимир Путин	Russia	7,548	306,356	
	Russian Foreign Ministry - МИД России	Russia	6,382	378,485	
	Россия	Russia	6,346	951,312	
	UFC	United States	4,005	7,007,770	
	Zenit Football Club	Russia	3,892	994,131	
	National Olympic Committee of the Republic of Uzbekistan	Uzbekistan	3,453	6,968	
	Sport	FC Spartak Moscow, ФК "Спартак-Москва"	Russia	3,221	742,288
		Uzbekistan Football Association	Uzbekistan	2,908	8,754
		Asian Football Confederation	Global	1,618	1,332,081
		ManUtd.ru	Russia	1,464	11,900
		Роснефть-Сногманенан Спорт	Russia	1,373	142,604
		Uzbekistan Football Fans	Uzbekistan	926	2,183
	AISA	Global	518	193,725	

The comparative analysis of the top Social Media Management and Analytics Software in 2018¹³⁶.

Social Media Management Software	Strengths	Weaknesses
	<p>User friendly interface; Efficient identification of influencers; Enables different integrations; Allows scheduling social media posts; Easy aggregation and curation services (save pre-approved content); Track and prove social ROI; Find and filter options to search for keywords, hashtags and locations;</p>	<p>Additional services are expensive; Most powerful features reserved for enterprise plans only; Publishing and curation features could be more intuitive;</p>
	<p>Strong listening, mention and influencer analytics features; Affordable pricing; Good integration with other software.</p>	<p>The cost of expanding quotas is expensive; Archives only one year of social data; Does not create a social content.</p>
	<p>Provides extensive enterprise level analytics features; Provides powerful community analysis and limitless data queries; Allows interactive data visualization, reports, and social ROI metrics; Provides emojis analysis;</p>	<p>Not suitable for small and medium enterprises; Does not offer publishing features.</p>

¹³⁶ Developed by author on the basis of the data received from Marvin & Watts, 2018

	Offer easy to use drag-and-drop pivot table.	
	Extensive suite of social media management capabilities. Features like Buzz Graph and Tweet Life are useful and intuitive. Targeted social campaign data. Strong social campaign management functionality.	Data visualizations can take some time to load. Unclear pricing. SMBs are priced out
	Robust analytics features. Large variety of integrations. Strong audience reporting, real-time monitoring, and alerting features. Great brand management.	Expensive for the typical small to midsize business (SMB). Vague pricing structure. No publishing.
	Custom IQ apps are effective for certain use cases. Deep, powerful Boolean search query features. Smart Themes are useful for specific social analytics. Strong competitive benchmarking features. Solid image recognition, ROI metrics, and interactive data visualizations. Integrates with Hootsuite.	Sentiment analysis, interface, and reporting capabilities are capable, but might not be suitable for larger enterprise needs.
	Highly impressive management capabilities. Drag-and-drop publishing makes renders the platform extremely easy to use. Solid post and inward-facing growth analytics features.	Still a young platform growing out its feature set. Social listening and influencer identification, while limited, continue to grow.
	Variety of management tools; Provides extensive reporting features; Robust image editor built right into the app; Offers social CRM and helpdesk	Advanced features are locked behind Enterprise tiers; Lacks unlimited historical data; Listening and influencer

	<p>features; Enables Google Analytics integration.</p>	<p>identification tools lag behind the competition.</p>
	<p>Simple interface; Affordable; Smart Q is an effective tool for publishing automation; Zoho CRM integration is available; Instagram partnership is available.</p>	<p>Not suitable for international companies with large portfolios; Analytics and reporting isn't as strong as dedicated listening platforms; No YouTube or Pinterest support; No current ability to attach videos to posts.</p>

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