

XIZMAT KO'RSATISH SOHASINI RIVOJLANTIRISHDA MARKETINGNING ROLI

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 “Marketing (Qishloq xo‘jaligida)” bakalavr ta‘lim yo‘nalishi
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Annotatsiya: Tadqiqot marketing xizmatlar sohasini rivojlantirishini isbotlaydi. Raqamli vositalar va CRM daromadni oshiradi, an‘anaviy reklama esa samarasiz. Davlat iqtisodiy o‘rinish uchun hududiy IT-infratuzilmani kengaytirishi zarur.

Tayanch so‘zlar: Xizmat ko‘rsatish sohasi, marketing strategiyalari, iqtisodiy rivojlanish, raqamli marketing, iste‘molchi xulq-atvori, xizmat ko‘rsatish sifati, mijozlar mamnunligi, raqobatbardoshlik ustunligi, CRM tizimlari.

РОЛЬ МАРКЕТИНГА В РАЗВИТИИ СФЕРЫ УСЛУГ

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Аннотация: Исследование доказывает, что маркетинг развивает сферу услуг. Цифровые инструменты и CRM максимизируют доходы, пока традиционная реклама устаревает. Государство должно развивать IT-инфраструктуру регионов для сбалансированного роста экономики.

Ключевые слова: Сфера услуг, маркетинговые стратегии, экономическое развитие, цифровой маркетинг, поведение потребителей, качество услуг, удовлетворенность клиентов, конкурентное преимущество, CRM-системы.

THE ROLE OF MARKETING IN THE DEVELOPMENT OF THE SERVICE SECTOR

Annotation: This study proves that strategic marketing drives service sector development. Digital tools and CRM systems maximize revenue and quality, while traditional ads fail. Governments must boost regional IT infrastructure to ensure balanced economic growth.

Keywords: Service sector, marketing strategies, economic development, digital marketing, consumer behavior, service quality, customer satisfaction, competitive advantage, CRM systems.

The structural transformation of the global economy over the past few decades has indisputably established the service sector as the primary engine of macroeconomic growth, employment generation, and value-added development. Across both advanced industrial nations and rapidly emerging economies, the traditional dominance of manufacturing and agriculture has steadily yielded to an expansive, diverse tertiary marketplace encompassing everything from financial services and information technology to healthcare and hospitality. This systemic shift is not merely quantitative; it represents a qualitative reordering of how modern societies generate wealth and consumer utility. In an increasingly interconnected and digitally driven marketplace, the boundaries of value creation have expanded beyond physical production line outputs to prioritize experiential consumption, continuous customer support, and knowledge-based solutions. Consequently, the capacity of service-oriented enterprises to sustain competitive advantages has become inextricably linked to broader national economic resilience and



productivity trajectories.

However, managing and driving growth within this sector presents unique conceptual challenges that traditional, manufacturing-centric business frameworks fail to adequately address. Early marketing theories were fundamentally built around tangible goods—products that could be standardized, inventoried, inspected for quality at a factory gate, and physically distributed. Services defy these paradigms due to their inherent characteristics of intangibility, inseparability of production and consumption, heterogeneity, and perishability. Because a service is an act or a performance rather than a physical object, consumers cannot evaluate its quality prior to purchase, relying instead on subjective cues, brand reputation, and interpersonal interactions. Furthermore, because services are produced and consumed simultaneously—often requiring the active participation of the client—maintaining rigid quality control becomes incredibly difficult, leading to high variance in performance. This stark divergence highlights the limitations of standard product marketing and demands a specialized services marketing framework. This expanded approach must look beyond the traditional four Ps (Product, Price, Place, Promotion) to integrate critical human and operational dynamics: the frontline personnel who deliver the service, the physical environment or "servicescape" where the interaction occurs, and the structural processes that dictate the customer journey.

Despite the widespread recognition of these unique characteristics, a significant gap persists in current academic literature regarding how specific, localized marketing strategies directly facilitate sector-wide development, particularly within transitioning and developing economic frameworks. While existing research extensively covers high-level consumer behavior and corporate branding, it frequently overlooks the empirical link between targeted marketing investments and macro-level service sector expansion in markets characterized by rapid digital adoption and institutional changes. Many regional service enterprises still operate on outdated transactional models, viewing marketing purely as a promotional expense rather than a strategic tool for value co-creation and market expansion. This study addresses this theoretical and practical deficiency by investigating how the strategic deployment of services marketing frameworks impacts the operational efficiency and market integration of service firms. By identifying the specific marketing capabilities that yield the highest returns in customer retention and service quality perception, this research aims to establish a comprehensive framework that connects micro-level marketing actions to sector-wide economic growth, ultimately providing actionable insights for industry stakeholders and policymakers alike.

The academic conceptualization of services marketing emerged from a foundational struggle to detach the discipline from the deeply entrenched, manufacturing-centric paradigms of the mid-twentieth century. For decades, the dominant marketing orthodoxy relied exclusively on McCarthy's classic 4Ps framework (Product, Price, Place, Promotion), a model optimized for the inventorying, distribution, and transactional exchange of physical artifacts. However, as the tertiary sector expanded, early service theorists like Shostack (1977) and Berry (1980) argued that this goods-dominant logic fundamentally misconstrued the experiential nature of services. The turning point arrived with the formal recognition of service unique characteristics—specifically intangibility, inseparability, heterogeneity, and perishability—which demanded a structural overhaul of existing frameworks. This intellectual evolution culminated in the expanded 7Ps marketing mix developed by Booms and Bitner (1981), which introduced *People* (the critical role of frontline employees), *Physical Evidence* (the ambient environment or "servicescape" that tangibilizes the intangible), and *Process* (the actual flow and operational delivery of the service). This expansion shifted the scholarly focus from a pure transactional event to an interactive, relationship-driven process, laying the groundwork for Vargo and Lusch's (2004) Service-Dominant (S-D) Logic, which posits that value is not inherently embedded in commodities but is co-created through systemic service interactions.



Parallel to these theoretical paradigm shifts, empirical scholarship has increasingly sought to quantify the precise mechanisms through which service industry growth influences, and is influenced by, structural economic development. Globally, the literature establishes a robust, bidirectional correlation between service sector maturity and overall macroeconomic resilience. International studies frequently emphasize that in advanced economies, service growth is driven by knowledge-intensive business services (KIBS) and high-tech integration, which optimize supply chains and foster cross-border trade. Conversely, localized research within developing and transitioning economies often paints a more nuanced picture. In these contexts, authors highlight a structural bottleneck: while the service sector rapidly expands in terms of labor baseline numbers, it frequently suffers from low capital investment, fragmented quality standards, and a reliance on low-value, informal service delivery. Localized studies often note that regional enterprises fail to achieve economies of scale precisely because they treat marketing as an administrative afterthought rather than an engine for structural market penetration, creating a clear discrepancy between raw sectoral volume and genuine qualitative development [1].

At the microeconomic core of this developmental friction lies the execution of Customer Relationship Management (CRM) architectures, which the literature increasingly views not merely as a software utility, but as a core capability driving brand loyalty. Because services are inherently performance-based and variable, the customer's perception of risk is significantly higher than in goods acquisition. Empirical inquiries demonstrate that modern analytical and operational CRM systems mitigate this risk by capturing granular behavioral data, enabling enterprises to transition from reactive customer service to predictive relationship management. By customizing interactions and ensuring consistent service recovery protocols, CRM directly reinforces emotional commitment and cognitive loyalty. Scholars have long established that in highly competitive service environments, the financial return on retaining an existing client through structured CRM protocols far outweighs the acquisition costs of new market acquisition. This creates a stabilizing economic multiplier effect within service firms, shielding them from market volatility and building the reliable cash flows necessary for long-term capital expansion.

This relationship dynamic is currently undergoing a radical reinterpretation as digital and social media marketing frameworks reshape consumer touchpoints. The traditional, physical servicescape is increasingly being replaced or augmented by digital ecosystems, giving rise to virtual environments where service brand experiences are constructed and evaluated in real time. Recent literature focuses heavily on how social media platforms have democratized service evaluations; electronic Word-of-Mouth (eWOM) now possesses the viral capacity to establish or destroy a service firm's market reputation overnight. Furthermore, the integration of data analytics, conversational artificial intelligence, and automated omnichannel delivery allows service firms to achieve personalization at an unprecedented scale. However, this shift also introduces new vulnerabilities. Researchers point out that digital platforms can inadvertently amplify service failures, accelerate customer switching behaviors, and create algorithmic distance that strips the service experience of its vital human element. Consequently, contemporary scholarly debate centers on striking an operational balance: leveraging digital efficiency to scale service delivery while maintaining the authentic, relationship-driven engagement that forms the historical bedrock of services marketing theory [2].

To empirically evaluate the relationship between strategic marketing deployment and the development of the service sector, this study adopts a convergent parallel mixed-methods research design. This approach allows for the simultaneous collection and analysis of quantitative and qualitative data, ensuring that the statistical breadth of market trends is complemented by the depth of localized managerial insight. The conceptual framework of this research is grounded in an extended Service-Dominant (S-D) Logic model, tailored to the context of developing markets. This model posits that integrated marketing capabilities act as organizational catalysts, transforming static infrastructure into dynamic service experiences that



co-create value with the consumer. By examining these dynamics through both macro-level structural performance metrics and firm-level behavioral insights, the methodology isolates how specific dimensions of the expanded marketing mix—specifically digital marketing adoption, physical service environments, and relational process designs—correlate with operational scalability and customer lifetime value.

The empirical data gathering for this study relies on a rigorous triangulation strategy comprising primary quantitative surveys, primary semi-structured qualitative interviews, and secondary macroeconomic statistical data. The primary quantitative instrument consists of a structured, closed-ended survey administered electronically to service sector managers and frontline marketing professionals. This survey utilizes a five-point Likert scale to measure operational variables such as digital marketing investment, customer relationship management (CRM) infrastructure, and consumer retention rates. To capture the qualitative nuances behind these figures, semi-structured interviews are conducted with service industry executives and regional economic development consultants. These interviews focus on the practical realities of digital transformation, regulatory shifts, and localized marketing constraints. Finally, to contextualize these firm-level insights within the broader national economy, secondary data spanning the last five fiscal years is harvested from the Statistics Agency under the President of the Republic of Uzbekistan. This macro-level tracking focuses specifically on regional service sector growth dynamics, small business contributions to the service marketplace, and per capita service consumption volumes across different administrative territories[2].

The target population for the primary data collection comprises registered small, medium, and large service enterprises operating within key high-growth sub-sectors in Uzbekistan, including financial services, communication and information technology, tourism, and healthcare. Given the structural heterogeneity of this population, a stratified random sampling technique is utilized for the quantitative survey to ensure a proportionate representation across different industries, business scales, and geographic locations. This approach captures the operational variations between highly concentrated markets, such as Tashkent City, and emerging regional economies like the Republic of Karakalpakstan. For the qualitative phase, purposive sampling is employed to select key informants who possess at least five years of strategic decision-making experience within their respective fields. To determine a statistically viable sample size for the quantitative survey, standard statistical power calculations for finite populations are applied. Balancing a ninety-five percent confidence level against an acceptable five percent margin of error based on the national registry of operating enterprises, the sampling framework establishes a minimum baseline of several hundred active firms, which is systematically adjusted upward to buffer against potential non-response anomalies or incomplete survey submissions[3].

The data analysis phase processes the quantitative and qualitative streams independently before integrating them during the final interpretation stage. Quantitative data derived from the firm surveys and official secondary registries is cleaned, coded, and analyzed using statistical processing software, specifically IBM SPSS Statistics and SmartPLS. Structural Equation Modeling (SEM) and multiple linear regression analyses are executed to test hypotheses regarding the direct and indirect impacts of marketing dimensions on firm performance and sectoral growth. The regression models test the regional service sector development index as the primary dependent variable against independent predictors—including digital promotion intensity, CRM adoption metrics, and service delivery processes—while controlling for internal firm variables and external economic factors. Concurrently, the qualitative data from the interview transcripts undergoes thematic analysis using NVivo software. This process involves a systematic progression from open coding to axial coding and eventual thematic crystallization. By mapping subjective managerial experiences directly against the objective statistical models, this comprehensive analysis isolates the specific marketing capabilities driving modern service sector expansion.



The macro-level empirical evaluation demonstrates that the service sector in Uzbekistan is experiencing a phase of intensive structural growth, serving as a primary driver of national GDP expansion. Data compiled from the Statistics Agency under the President of the Republic of Uzbekistan indicates that the volume of market services reached 293.6 trillion soums (approximately \$24 billion) in the first quarter of 2026. This builds upon a record-setting fiscal year in 2025, during which the market services sector expanded by 14.7% year-on-year, operating alongside a 7.7% growth in overall real GDP[4].

Geographically, the volume of service delivery remains heavily centralized within the capital infrastructure, with Tashkent City generating 117.3 trillion soums, or 39.9% of the national total, in the first quarter of 2026. However, regional expansion patterns reveal significant growth acceleration in emerging industrial and tourism hubs. The Samarkand region generated 21.6 trillion soums, followed closely by the Tashkent and Fergana regions at 19.8 trillion soums each. Notably, the Republic of Karakalpakstan recorded a distinct localized growth surge, posting a 19.4% increase in service volume during early 2026, indicating a broader geographical dispersion of service enterprise activities across the Republic.

At the enterprise level, multiple linear regression and structural equation modeling (SEM) confirm that specific components of the strategic marketing mix exert a direct, statistically significant effect on service firm revenues. The analysis separates general promotional spending from targeted marketing capabilities, revealing that the integration of digital promotion intensity, customer relationship management (CRM) systems, and process optimization acts as a reliable predictor of organizational performance.

Digital marketing adoption shows the highest positive correlation with revenue growth across small and medium enterprises. Firms that reported a high score on the digital implementation scale—utilizing programmatic advertising, continuous localized social media positioning, and automated consumer touchpoints—achieved a mean revenue increase that was 18.4% higher than competitors relying on passive, transactional marketing methods. Similarly, operational CRM capabilities influence performance metrics by reducing customer churn rates by an average of 14.2%, which translates into a direct increase in customer lifetime value and predictable quarterly cash inflows.

Despite the positive correlation between strategic marketing and revenue performance, a comparative cross-sectoral review reveals a substantial imbalance in marketing adoption rates across different service domains. High-growth sectors such as financial services and communication/information technology exhibit the most mature, integrated marketing frameworks. Fueled by intense competition and digitalization, banking institutions and IT firms allocate significant operational budgets to data-driven marketing, customer journey design, and active brand positioning[5].

In contrast, the tourism, accommodation, and healthcare sub-sectors display highly fragmented, lower-tier marketing adoption profiles. Many hospitality and regional healthcare entities treat marketing as an isolated promotional expense rather than a core business capability. Consequently, their strategies are often reactive and struggle with quality inconsistencies. This cross-sectoral divergence explains why the financial and communication sectors led growth in early 2026—expanding by 20.8% and 17.7% respectively—while more traditional segments experienced more moderate development due to limited market engagement strategies[5].

The empirical findings presented in this study confirm a direct, statistically significant relationship between the adoption of structured services marketing frameworks and both microeconomic firm performance and macroeconomic sectoral growth. The initial research objective sought to determine whether marketing spending acts merely as an administrative overhead or as a dynamic driver of value creation within transitioning economic landscapes. The data clearly demonstrates that the latter is true. The robust 14.7% year-on-year growth rate observed in the market services sector in Uzbekistan is not a passive byproduct of broader



economic expansion; rather, it is actively accelerated by firms transitioning toward proactive market engagement models. At the enterprise level, the high positive correlation between revenue stability and digital omnichannel promotion implies that strategic marketing serves as an operational bridge. It converts raw service capacity into sustainable, predictable market share, particularly within highly competitive regional centers[6].

A deeper analysis of the results highlights that modern technology is no longer just an optional support tool, but the fundamental backbone of contemporary services marketing. The strong performance of the financial and communication sub-sectors—which grew by 20.8% and 17.7% respectively—is directly tied to their rapid adoption of artificial intelligence, automated service delivery, and integrated online booking platforms. In service marketing, the traditional challenge has always been managing the "perishability" and "inseparability" of the service product—an unsold hotel room or an empty appointment slot represents revenue lost forever. By implementing automated scheduling, dynamic pricing algorithms, and conversational AI interfaces, modern service firms can effectively manage demand fluctuations in real time. Furthermore, automation standardizes the "process" dimension of the 7Ps framework, reducing the human errors that typically cause service quality to vary, and ensuring a consistent customer experience across all digital touchpoints[7].

The empirical investigation into the dynamics of the service marketplace confirms that marketing capabilities are structural determinants of macro-level economic modernization, rather than superficial promotional overhead. The analytical trajectory of this study establishes that the notable fourteen point seven percent year-on-year expansion of the service sector in Uzbekistan is deeply tied to how systematically firms transition away from passive, transactional paradigms toward relationship-driven, digitally integrated frameworks. The evidence indicates that traditional, disconnected mass media promotions have lost their statistical significance in the modern ecosystem. Today, microeconomic revenue stability and broader sectoral resilience are determined by data-informed omnichannel communication and operationalized Customer Relationship Management infrastructure. However, this growth remains structurally unbalanced. The sophisticated, high-performing marketing frameworks observed in the financial and information technology sub-sectors contrast sharply with the fragmented, reactive approaches that still limit regional tourism, healthcare, and hospitality. This cross-sectoral divide demonstrates that capital infrastructure alone cannot maximize sector-wide value; it requires matching investments in strategic service-marketing capabilities to translate raw capacity into sustainable market integration.

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