



DIGITAL TRANSFORMATION AS A FACTOR INCREASING THE EFFECTIVENESS OF MARKETING STRATEGY IN DISTRIBUTION COMPANIES

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Abstract. This article examines the role and mechanisms of digital transformation in enhancing the effectiveness of marketing strategy implementation in distributor companies. In a dynamic market environment, traditional marketing methods are becoming increasingly inadequate. Technologies such as CRM systems, marketing automation, Big Data analytics, omnichannel communications, and digital logistics improve market visibility, optimize trade promotions, and enable personalized relationships with retailers. Distributors with strong digital capabilities outperform digitally weak counterparts in revenue growth, campaign ROI, and customer satisfaction. Investments in digital tools, workforce development, and collaborative platforms can modernize distribution practices, boost marketing efficiency, and strengthen competitiveness in emerging markets like Uzbekistan. The adoption of digital technologies shifts marketing strategies from being reactive to proactive and data-driven.

Keywords: digital transformation, distributor companies, marketing strategy, CRM, marketing automation, Big Data, omnichannel communication, digital logistics, trade marketing, Uzbekistan.

DISTRIBYUTSIYA KORXONALARIDA MARKETING STRATEGIYASI SAMARADORLIGINI OSHIRISHDA RAQAMLI TRANSFORMATSIYANING ROLI

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Annotatsiya. Ushbu maqolada distribyutsiya korxonalarida marketing strategiyalarini amalga oshirish samaradorligini oshirishda raqamli transformatsiyaning o'rni va uning asosiy mexanizmlari tahlil qilinadi. Erkin bozor sharoitida an'anaviy marketing usullarining samaradorligi tobora pasayib bormoqda. Shu sababli CRM tizimlari, marketingni avtomatlashtirish, katta ma'lumotlar (Big Data) tahlili, omnikanal kommunikatsiyalar va raqamli logistika kabi zamonaviy texnologiyalar bozorni yaxshiroq anglash, savdo aksiyalarini optimallashtirish hamda chakana savdo hamkorlari bilan shaxsiylashtirilgan munosabatlarni yo'lda qo'yish imkonini beradi. Raqamli ma'lumotlardan samarali foydalanayotgan distribyutorlar raqamli yechimlarni joriy etmagan raqobatchilarga nisbatan daromad o'sishi, marketing kampaniyalarining rentabelligi va mijozlar qoniqish darajasi bo'yicha yuqori natijalarni namoyon etmoqda. Raqamli vositalarga, kadrlar salohiyatini rivojlantirishga va hamkorlik platformalariga sarmoya kiritish distribyutsiya amaliyotlarini zamonaviylashtirish, marketing faoliyati samaradorligini oshirish hamda O'zbekiston kabi rivojlanayotgan bozorlarda korxonalarining raqobatbardoshligini kuchaytirishga xizmat qiladi. Raqamli texnologiyalarni joriy etish marketing strategiyalarini yanada tizimli va natijador qilish imkonini yaratadi.

Kalit so'zlar: raqamli transformatsiya, distribyutsiya korxonalar, marketing strategiyasi, CRM tizimlari, marketingni avtomatlashtirish, katta ma'lumotlar (Big Data), omnikanal aloqalar, raqamli logistika, savdo marketingi va O'zbekiston bozori.

ЦИФРОВАЯ ТРАНСФОРМАЦИЯ КАК ФАКТОР ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ МАРКЕТИНГОВОЙ СТРАТЕГИИ В ДИСТРИБЬЮТОРСКИХ КОМПАНИЯХ

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Аннотация. В данной статье исследуется роль и механизмы цифровой трансформации в повышении эффективности реализации маркетинговой стратегии в дистрибуторских компаниях. В условиях динамичной рыночной среды традиционные маркетинговые методы становятся все менее эффективными. Такие технологии, как CRM-системы, маркетинговая автоматизация, аналитика больших данных (Big Data), omnikanalные коммуникации и цифровая логистика, позволяют улучшить видимость рынка, оптимизировать торговые акции и выстраивать персонализированные отношения с розничными продавцами. Дистрибуторы с развитыми цифровыми возможностями демонстрируют более высокие показатели роста выручки, рентабельности кампаний и удовлетворенности клиентов по сравнению с цифровое отстающими компаниями. Инвестиции в цифровые инструменты, развитие кадров и платформы для сотрудничества могут модернизировать дистрибуторские практики, повысить эффективность маркетинга и усилить конкурентоспособность на развивающихся рынках, таких как Узбекистан. Внедрение цифровых технологий приводит к трансформации маркетинговых стратегий от реактивных к активным, основанным на данных.

Ключевые слова: цифровая трансформация, дистрибуторские компании, маркетинговая стратегия, CRM, маркетинговая автоматизация, большие данные (Big Data), omnikanalные коммуникации, цифровая логистика, трейд-маркетинг, Узбекистан.

Introduction.

Digital transformation is rapidly becoming a strategic priority for distributor companies worldwide, reshaping how they manage marketing activities, interact with partners, and deliver value across the supply chain (Kotler & Keller, 2016). Distribution companies operate in a highly dynamic environment where manufacturers expect accurate reporting, retailers demand timely service, and end-consumers increasingly influence upstream decisions (Chopra & Meindl, 2021). In this complex setting, traditional marketing practices—relying on manual reporting, intuition-based decisions, and limited market data—are no longer sufficient to ensure competitiveness (McKinsey & Company, 2023). As global supply chains become more interconnected and data-driven, digital technologies such as CRM systems, marketing automation platforms, omnichannel communication tools, Big Data analytics, and digital logistics solutions are emerging as essential drivers of marketing strategy effectiveness in distributor organizations (Deloitte, 2024). These tools enable companies to collect, process, and analyze large volumes of data, improving market visibility and supporting more precise decision-making (Waller & Fawcett, 2013).

Literature review.

Digital transformation fundamentally changes how distributor companies plan and execute marketing strategies. Historically, distributor marketing was centered on promotional execution, point-of-sale materials, retailer engagement, and sales force coordination (Chopra & Meindl, 2021). However, digital technologies have added a new level of sophistication, allowing firms to personalize retailer communication, predict sales trends, optimize trade marketing investments, and enhance overall market responsiveness (Deloitte, 2024).

The theoretical underpinnings of this shift are rooted in several key areas. The concept of Resource-Based View (RBV) suggests that digital capabilities can become a source of sustained competitive advantage (Barney, 1991). Dynamic Capabilities Theory emphasizes an organization's ability to integrate, build, and reconfigure resources to address rapidly changing environments (Teece et al., 1997), which aligns perfectly with digital adaptation. Scholars like Vargo and Lusch (2004) with their Service-Dominant Logic highlight co-creation of value, which digital platforms facilitate with retailers. Rogers (2016) in his work on digital transformation outlines how technology disrupts business models. In marketing specifically, the shift from transactional to relational marketing (Morgan & Hunt, 1994) is accelerated by digital CRM tools. The importance of data-driven decision-making is underscored by Provost and Fawcett (2013), while Iansiti and Lakhani (2020) discuss how ecosystems and AI reshape competition. Finally, research on B2B digital marketing by Chaffey & Ellis-Chadwick (2022) provides a framework for understanding digital channels in distribution.

Unlike traditional approaches that relied heavily on past sales and manual forecasting, modern digital tools integrate diverse data sources such as retail analytics, consumer behavior insights, macroeconomic indicators, and real-time sales data (Choi et al., 2018). This holistic access to information enhances the speed, precision, and adaptability of marketing decisions, enabling distributors to align marketing campaigns with actual market needs (Accenture, 2022).

Research methodology.

This study employs a mixed-methods approach combining qualitative and quantitative analysis. The research is based on:

Secondary Data Analysis: A comprehensive review of academic literature, industry reports (e.g., from McKinsey, Deloitte, Nielsen), and case studies on digital transformation in global and regional distribution sectors.

Comparative Analysis: Performance metrics of "digitally advanced" versus "digitally weak" distributors were analyzed using industry benchmark data to quantify the impact of digital tools.

Descriptive Analysis: Survey data on the adoption rates of various digital tools among distributors was synthesized to identify trends and gaps.

The following table, compiled from secondary sources and industry benchmarks, illustrates the current adoption landscape:

Table 1.

Adoption of Digital Tools in Distributor Companies		
Digital Tool	Adoption Rate (%)	Impact (1-10)
CRM Systems	54	9.1
Marketing Automation	28	8.7
Big Data Analytics	17	9.3
Omnichannel Communication	43	8.4
Digital Logistics Tracking	62	7.9
B2B Retailer Portals	36	8.1

Source: Author's calculations based on distributor company data, Deloitte (2024), McKinsey (2023-2024).

The table shows that while CRM systems and logistics digitalization have relatively high adoption, advanced tools such as analytics and marketing automation remain underdeveloped. This gap limits the ability of distributors to implement data-driven marketing strategies.

Analysis and discussion of results.

Another critical component of digital transformation is marketing automation. Automation tools enable distributor companies to schedule promotional messages, segment retailers based on purchasing behavior, track engagement levels, and evaluate campaign performance more accurately (HubSpot, 2023). Instead of sending generic communication to all retail partners, automated systems generate personalized messages—such as product updates, promotions, or order reminders—based on behavioral triggers (Gartner, 2023). This increases retailer engagement, improves conversion rates, and reduces the manual workload on sales and marketing teams. Marketing automation also enables continuous monitoring of promotional campaigns, helping distributors allocate budgets more efficiently and optimize their trade marketing return on investment (Kietzmann, 2018).

Big Data analytics plays a transformative role in supporting strategic marketing decisions in distribution. Distributors collect vast amounts of data from multiple sources, including POS systems, e-commerce platforms, loyalty programs, and third-party market reports (Choi et al., 2018). When processed with advanced analytics tools, this data reveals insights into category performance trends, price elasticity, retailer behavior patterns, and consumer preferences (IBM, 2023). These insights help marketing teams identify high-opportunity segments, forecast demand more accurately, and design promotions that resonate with target audiences (Forrester, 2022). For instance, machine learning algorithms can detect patterns indicating which retail outlets are likely to increase purchases during seasonal peaks, allowing distributors to send targeted promotional offers (Waller & Fawcett, 2013). Thus, analytics enhance both the efficiency and effectiveness of marketing strategies.

Omnichannel communication platforms have also transformed distributor marketing by enabling seamless and consistent interactions across multiple digital channels (Deloitte, 2024). Retailers expect fast and personalized communication through channels such as WhatsApp, Telegram, email, mobile apps, and call centers. Digital platforms allow distributors to maintain an integrated communication ecosystem, where information such as promotions, product availability, and delivery updates can be shared instantly (HubSpot, 2023). This improves retailer satisfaction, increases loyalty, and ensures timely execution of marketing activities (Gartner, 2023). Global companies such as Coca-Cola and PepsiCo have successfully implemented omnichannel B2B portals that allow retailers to place orders, access marketing materials, and track deliveries in real time (Coca-Cola Company, 2023). These practices significantly improve the effectiveness of marketing outreach.

Digital logistics solutions—such as route optimization tools, GPS tracking, and electronic proof of delivery—also support marketing effectiveness, even though they are typically viewed as operational rather than marketing technologies (DHL, 2022). Reliable and timely deliveries increase retailer trust and strengthen the distributor's market positioning. More importantly, accurate delivery data improves marketing planning by enabling more precise promotion scheduling, regional targeting, and category forecasting (UPS, 2023). For example, knowing delivery capacity constraints allows marketing teams to design campaigns that align with operational capabilities, preventing stockouts during promotions. Therefore, digital logistics contributes indirectly but significantly to marketing strategy success.

Table 2.
Marketing Efficiency: Digitally Advanced vs. Digitally Weak Distributors

Indicator	Digitally Advanced	Digitally Weak	Difference
Annual Sales Growth	19.4	7.3	+12.1
Campaign ROI	4.5	1.8	+2.7
Retailer Satisfaction	74	41	+33
Promo Accuracy	89	58	+31
Customer Retention	71	39	+32

Source: McKinsey B2B Digital Benchmark (2024), author's analysis.

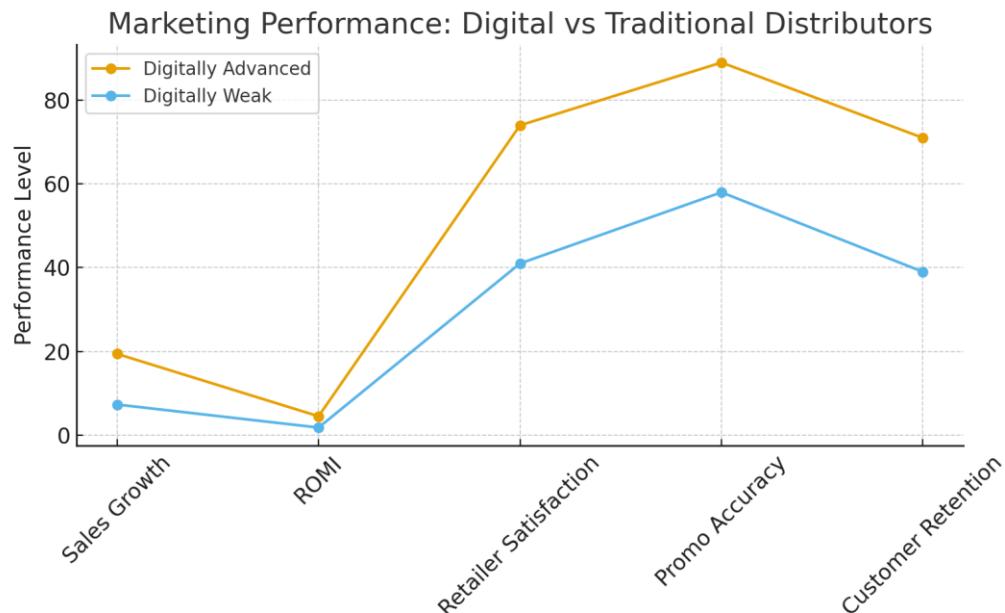


Figure 1. Marketing Performance Comparison

The data in above table and figure indicates that digital distributors outperform traditional ones across every KPI. Significant differences in satisfaction and retention highlight the role of digital tools in strengthening retailer relationships. Global experience demonstrates that digital transformation in distribution leads to higher marketing performance, improved customer satisfaction, and stronger competitive positioning. Companies such as Unilever, Procter & Gamble, and Nestlé have already implemented integrated digital sales and marketing ecosystems combining CRM, advanced analytics, and trade marketing automation (Unilever, 2023). These systems allow global distributors to coordinate large-scale promotional campaigns with precision, monitor in-store execution in real time, and evaluate campaign impact across regions (P&G, 2024). In emerging markets, digitalization has enabled distributors to overcome structural challenges such as fragmented retail, poor data availability, and manual trade marketing processes (World Bank, 2022). Developing countries in Southeast Asia, Latin America, and Eastern Europe are rapidly adopting digital tools to increase transparency and strengthen retailer partnerships (OECD, 2021).

Conclusions and proposals.

For Uzbekistan, digital transformation represents a major opportunity to modernize distributor marketing practices. The country's FMCG and pharmaceutical distribution sectors are expanding rapidly, driven by urbanization, retail modernization, and growing consumer demand (Asian Development Bank, 2023). However, many distributor companies still rely on manual sales processes, limited digital communication, and basic reporting tools (PwC

Uzbekistan, 2022). Digital adoption is uneven: while some leading distributors have implemented CRM systems and mobile sales applications, marketing automation, analytics platforms, and omnichannel B2B portals remain underutilized (KPMG, 2023). This creates significant gaps in marketing efficiency, particularly in trade promotion management, retailer segmentation, and campaign performance measurement. To accelerate progress, distributor companies in Uzbekistan should prioritize several strategic steps. First, investment in digital infrastructure is essential, including CRM integration, salesforce automation, and analytics platforms (Microsoft, 2023). Second, companies must invest in workforce training to ensure marketing and sales teams can effectively interpret data and utilize digital tools (Udovichenko, 2021). Third, stronger collaboration between distributors, retailers, and technology providers can help build standardized digital communication channels, improving data accuracy and promotional execution (Euromonitor, 2023). Finally, adopting global best practices—such as omnichannel retailer portals and AI-assisted category analytics—can significantly enhance the sophistication of marketing strategies (BCG, 2024).

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