

## **Theoretical Aspects of Innovative Marketing Strategies in the Development of the Market of Information and Communication Services: In Case Republic of Russia**

Gulmira Muminova<sup>1</sup>

<sup>1</sup>Ph.D, Associate Professor at Inha University in Tashkent (IUT), INHA University Admissions Office

INHA Avenue, Nam-gu, Incheon, Korea.

<sup>1</sup>jaloliddin\_2019@mail.ru

### **Abstract**

*In this paper have been discussed theoretical aspects of innovative marketing strategies in the development of the market of information and communication services: in case Republic of Russia. Also was investigated some innovative marketing strategies in the development of the market of information and communication services in country. According to statistics analysed the growing dynamics of the volume of Internet services and the number of internet subscribers, The share of information and communication services in the GDP of country, made the growing dynamics of the number of websites. Using the aforementioned definition of the research field, we searched the literature for empirical articles that included marketing-related variables and brand market-related variables.*

**Key-words:** Marketing, Metrics, Market, Information, Innovative Techniques, Innovation, Strategy.

**JEL Classification:** M31; M37; M38; Z13.

### **1. Introduction**

One of the most pressing and pressing issues in the field of telecommunications remains the issues of marketing management and strategic planning, the correct solution of which allows the company to correctly assess the possibilities of entry and tactics of behavior in the market, form effective purchasing, sales and advertising activities, as well as determine the main income-generating products., services and business areas requiring development and financing.

Practical work in the field of marketing management includes analysis, planning, implementation and control of activities to identify and satisfy customer needs in order to achieve the company's goals. The ultimate goal of marketing management is to achieve agreement between

manufacturers / sellers of goods and services and their consumers, to maximize the satisfaction of the needs of buyers, users of services and to ensure that the main goals of the company can be achieved.

Marketing management can be defined as “the process of planning and implementing a policy of pricing, promoting and distributing ideas, products and services, aimed at making exchanges that satisfy both individuals and organizations. Marketing management is aimed at solving the problem of influencing the level, time frame and structure of demand in such a way that the organization achieves its goal”[1].

Let us turn to F. Kotler [23], an American researcher in the field of marketing, who identifies five concepts of marketing management:

1. The concept of improving production (from the English. The Production concept). This concept assumes that consumers will be sympathetic to widely available and affordable goods and services. To implement this concept in practice, an increase in the efficiency of the production of goods or the provision of services is required. The use of this concept is advisable in cases where the demand for products exceeds supply and / or there are real opportunities to reduce the cost of the product. This concept at the present stage of development of the market of cellular services as such is not applied in practice.
2. The concept of improving the product (from the English. The Product concept) - based on the fact that consumers will show the greatest interest in products that offer the highest quality, best performance and properties. In other words, companies choosing this marketing management concept should focus on continuous product improvement. The main disadvantage of this concept is that it provides only short-term benefits and creates the threat that, by focusing on the product itself, the company will lose sight of the needs of consumers. For example, in the United States, the railways believed that consumers needed trains, not means of transport, and did not notice the threat from the development of airlines and road transport. In the field of cellular services, this concept is applicable to strong, stable companies in the market and is expressed in improving the service offered by the best network coverage compared to competitors, the availability of a wide range of additional services, the value and prestige of the company's brand for the consumer.
3. The concept of intensifying commercial efforts (sales) (from the English The Selling concept) - is based on the development of sales and various types of stimulation of consumption. To implement this concept, companies resort to active advertising and other measures to influence the consumer: price reductions, loans on preferential terms, free goods or discounts when buying a certain product or buying a certain amount, sample gifts,

tastings, prize lotteries, etc. In the field of telecommunications, this concept can be used in the format of bonus programs and customer loyalty programs, Try & Buy (English: try and buy) - test use of the service (for example, a package of SMS or Internet traffic for free in the first 14 days from the moment of connecting to a certain tariff plan) and more.

4. The concept of marketing (from the English The Marketing concept). In accordance with the concept of marketing, the key to achieving the goals of the company is to identify the needs and requirements of the market and ensure that they are met in ways that are more effective than those of competitors. The focus of the marketing concept is the company's customers themselves. Most often, this concept is used in telecommunications when working with key customers of the company, for whose needs special services, individual tariff offers and special conditions of service can be developed.
5. The concept of socio-ethical marketing (from the English. The Societal marketing) - this type of marketing management concepts follows from the concept of marketing. The task of a company that has chosen the concept of socially ethical marketing is to identify the needs and requirements of target markets while maintaining and strengthening the well-being of each consumer and society as a whole. This concept was formed relatively recently, and was intended to draw the attention of companies to environmental protection, lack of natural resources and a number of other social and ethical issues. The concept of socially ethical marketing requires a balance of three factors: the company's profit, the needs of customers and the interests of society. This concept is also quite often used in practice by mobile operators in order to position themselves as socially responsible companies. This, for example, participation in charity events, organization of mass corporate clean-ups, participation of company employees in volunteering and other similar events.

The most widespread and popular concept of marketing management in Russia is the concept of intensifying commercial efforts, or, as it is also called, the “sales concept”.[22]

The choice of one or another marketing management concept for cellular companies is based on market position and depends on a number of factors, such as market shares by subscriber base, revenues and sales, the quality of the cellular network, the availability and development of the retail network, etc. In practice, cellular companies rarely use any of these concepts. Cellular marketing management is usually a mix that includes parts of different marketing management concepts. For example, in the mass market, a telecom operator can combine the concept of product improvement and intensification of commercial efforts, expressed in maintaining the highest quality service and / or the broadest product portfolio, in conjunction with regular promotions and discounts. At the same

time, in the corporate market, the operator can use the marketing concept, which is expressed in the development and proposal of individual terms of service.

Thus, it is advisable for cellular companies to use a mix of classic marketing management concepts. This is due to a wide audience of consumers of cellular services, a variety of services provided, and their high technology.

Having decided on the management concept, the company needs to create a strategic business plan. Strategic planning is an important integral part of marketing management. The relationship between the concepts of marketing management and strategic planning is two-way. The chosen concept of marketing activities management determines the nature, long-term and essence of strategic planning. At the same time, the implementation of the strategic development plan of the company is carried out in the complex of marketing management. Analysis of the competitive environment, which is part of strategic planning, also determines the concept of marketing management of the company. Strategic planning is the process of maintaining alignment between a company's objectives and its potential in the marketplace. The marketing management process determines the sequence of actions to achieve the set goals, including the analysis of market opportunities, the selection of target markets, the development of marketing plans, their implementation and control. The type of development strategy chosen by the company is based precisely on the chosen concept of marketing management.

Strategic planning can be defined as "the basis of strategic enterprise management, the establishment of directions for the organization for certain periods of time (most often from one to 10 years)" [1].

## **2. Literature Review**

### **2.1. Problem Development Status**

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. [2], Brinker S. [3], Collin R., Dinis A. [4], Hsu Y.[5], Lapidus L.[6], Pullizi J.[7], Weber R.[8], Williams J.[9], Siraphatthada Y. [14], G.M. Silva [15], S. Presser [16], Heather Skinner [17], C. Gronroos [18], Don E. Schultz [19], P. Soto-Acosta [20], E.M. Vătămănescu [21], D.W. Vorhies [22] and others.

Russian scientists, including Halilov D., Markova V., Kuznecova S., Ogelova L.[10], Kvint, V. [11] and others 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 Soliyev A., Fattahov A.[12], Qosimova M., Ergashxodjayeva Sh.[13], Yusupov M., Begalov B., Musaliyev A. and many others.

## **2.1. Actuality of Research**

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

## **3. Methods and Data Collection**

The current research implemented a scientific abstracting, statistical analysis, expert evaluation, structural analysis, group tracking, comparative analysis, PLS analysis and others.

## **4. Analysis and Results**

The study of the features of marketing of telecommunications services is based on the generally accepted thesis that determines such features. First of all, we relied on the fact that the features of marketing in this area are associated with the distinctive features of the service in general:

- The nature of the needs being satisfied;
- Distinctive properties of the product (service) and the external environment;
- Differences in the formation of demand;
- Features of the choice of target markets;
- The specifics of using marketing tools.

Taking into account the existing discrepancy in terms, let's start by defining the concepts used.

By telecommunication services, we mean any transmission or reception of signs, signals, pictures and sounds or information by means of technical means (telephone, telegraph, radio, etc.) over a distance<sup>1</sup>.

Depending on the nature of the created consumer effect, telecommunication services come in two forms:

- In the form of exchange, i.e. in the form of transmission of various kinds of single messages (telephone conversations, telegrams, letters, etc.);
- In the form of providing consumers with technical devices (telephone and telegraph channels, telephones, payphones, etc.) [1], [3].

Telecommunication services are endowed with specific features of services in general, usually described by the 4 "H" formula:

intangibility, non-preservation, inseparability from the service provider, inconsistency in quality.

In addition, they have only their inherent features:

- The process of their production (provision) is inseparable from the consumption process;
- Telecommunication services are provided over a long period. When concluding a contract between a consumer and a telecommunications company, a set of services is determined that can be interrupted by the consumer ahead of schedule, in the event of any objective or subjective reasons (for example, the consumer decided to change the operator);
- The calculation of the cost of services is determined taking into account many indicators, usually once a month, according to the totality of services provided during this period;
- The process of transferring information - two-way (possibly multilateral), between two subscribers located in different geographic points inside or outside the country.

The consumer sector of the telecommunications market is characterized by:

- High unsatisfied demand for the most massive type of services - telephone - and undeveloped demand for new types of services;
- Weak protection of consumers who are not satisfied with the low quality of traditional services;
- Uneven provision of telephones to the business sector and the population;
- Uneven development of the communication network in different regions of the country [2].

Telecommunication services can be divided into three groups according to the degree of satisfaction of needs:

- Traditional services, the demand for which is mainly satisfied (for example, postal and telegraph communications);
- Traditional services, the demand for which, due to insufficient development of communication facilities, is not fully satisfied (primarily telephone services);
- New types of services (mobile services, e-mail, Internet access, etc.).

The object of our research is the Triple Play telecommunication services of the QWERTY1 trademark. Triple Play is a package of home telecommunications services. When connected to the network, the subscriber receives a universal line that delivers the entire range of communication services to the apartment: digital telephony, high-speed Internet access, digital television [4] - [6].

Bundling is maximally focused on the needs of the subscriber. A package is a new market product, the demand for which is formed according to its own laws. Consumption of the package is fundamentally different from the consumption of the products that form it, providing the effect of increasing consumption. At the same time, the need for bundled consumption of telecommunication services is realized to a lesser extent. And the implementation of services in this format requires specific marketing.

Marketing needs to convince consumers that they are paying for the higher customer value of the services offered by the package. Consumers need to constantly demonstrate the most important consumer properties of a packaged product from the point of view of benefits: versatility, convenience, prestige, fashionableness, high reliability.

An important feature of Triple Play services, which affects the reproduction of needs, is the convenience of payment for telecommunications services offered by the package. Marketing efforts should convince consumers of the attractiveness of receiving a single bill for Triple Play packages.

Telecommunications service marketers need to rely on ancillary and support services to accompany the underlying service. They are the ones who are able to promote the demand for telecommunication services higher and higher along the "spiral of growth".

Let's turn to one of the three basic services included in the Triple Play package - digital television under the Qwerty.TV trademark. Together with it, the following support services are offered: thematic TV channels, video library of 300 - 500 films, channels on demand, broadcasting radio channels, thematic radio channels, Internet on TV screen (adapted sites), e-mail on TV screen (via the Internet), games on TV screen, TV on a computer screen, Qwerty Communicator on TV, etc. Supporting services include service management, access to the personal account (portal) from the TV screen, electronic navigator, parental control, information services on the TV screen: weather, exchange rates, program guide, etc. Even a simple listing of supporting and auxiliary services gives a

definite idea of the possibilities of expanding the boundaries of mass philistine television to individual television, forming, allowing you to combine work and leisure, to form your own schedule of television viewing. In other words, in this case, we can talk about the transition of needs to a different level of quality, which requires a different marketing.

As noted above, one of the characteristics of marketing is manifested in the differences in the choice of target markets. In this regard, the results of the undertaken segmentation of the telecommunications services market (in our case, in-depth segmentation) in the Moscow region are of interest.

The choice of the region itself is not accidental. As you know, the pace and directions of development of markets for goods and services endowed with signs of market novelty in the country are determined by two cities: Moscow and St. Petersburg. It is they, as well as 14 other megacities of the country, including 10 million-plus cities, who set the tone in fashion, art, and lifestyle. It can be assumed that the development of the Triple Play services market is likely to move in the direction of these cities, starting from the tendencies of the capital market.

At the beginning of the market segmentation based on the level of consumption of additional telecommunication services and attitudes towards them, Moscow households were divided into four groups.

The segment with the conditional name "Conservatives" includes 1520 thousand households, or 40% of the total. These are families of the older generation with low incomes and low technical literacy.

In second place in terms of number is the segment "Users" (1216 thousand households, or 32%), whose representatives have one or two personal computers at home. They are distinguished by a high interest in Internet access and either a complete lack of interest in TV, or they are content with terrestrial TV.

The "Spectators" segment (800 thousand households, or 21%) is represented by families with children, average income, middle-aged parents. They are interested in expanding the number of TV channels. Their main TV interests are: sports, children's channels, including cartoons and Discovery, quality feature films. "Viewers" actively use cell phones, but not mobile content.

The "Advanced" segment is identified as the smallest: 190 thousand households, or 5%. Its representatives already consume the whole range of telecommunication services.

Of these four groups, on the basis of deep segmentation, an attempt was made to allocate segments for the promotion of Triple Play services. It was at this stage that the peculiarity of the choice of the target market manifested itself: an expert assessment was required to substantiate the

features of segmentation, since traditional features, with the exception of some, could not solve this problem. Here it would be more correct to speak not so much about “other features” of segmentation, but about “other aspects” of features.

The experts substantiated the following as such signs:

- Sufficient income to purchase packages of telecommunications services;
- Stable place of residence (own living space or long-term lease);
- Conscious needs for at least one of the services - broadband Internet or Pay TV (which makes it possible to develop the need up to Triple Play);
- Relative technical literacy.

In-depth segmentation resulted in the identification of five market segments of consumers, three of which there are reasons to consider as target.

The “Progressive families” segment includes 570 thousand households (or 15%), which are the most well-off. In families of this segment, parents aged 30-48, with higher education, work as top managers. Children aged 3 to 12. Own living space. Homes often already have broadband Internet and Pay TV (both bundled offerings and combinations of Internet and TV providers). TV interests: channels in foreign languages and Discovery. Parents make decisions about purchasing services. The same segment should include families with an average income, where parents aged 35-50, teenage children, active users of the PC and the Internet, they are also the initiators of the purchase.

The “Sports and TV Series” segment is represented by 836 thousand households (22%) with an average income and their own living space. Parents 35 - 45 years old, blue and blue collars, school children. A traditional family where a man makes decisions, especially regarding technology and technology. The initiators of the purchase of Pay TV in such families are the husband and son, whose interests are, first of all, sports, feature films and music channels.

The segment "DINKs" (Dual Income, No Kids - childless families with both working spouses) is about 304 thousand households (8%), represented by young professionals, single or living in pairs, still without children, 23 - 35 years old, both work, average and high income, their own living space or rented. They are busy with career development, prefer active rest, often there is no time left on TV, preference is given not to entertainment, but to information needs. Based on the study, the main areas for marketing efforts were identified:

1. Build positive recognition of QWERTY as a home telecommunications service provider.
2. Build QWERTY's reputation as a leader in the service.
3. Constant updating of the product line, offering of interactive services.
4. Stimulating the development of loyalty among the most profitable segment of users.

In general, the results of market segmentation, the surveys undertaken during its implementation, suggest that the structure of media consumption is changing towards the "visualization" of content, interactivity, simplicity and efficiency of transmission and reception of information. Through the prism of these preferences, which correspond to Triple Play services, it is necessary to develop and implement marketing strategies and tactics for telecommunications companies.

## **5. Conclusions and Recommendations**

In building the strategic planning of a cellular operator, the following main stages can be distinguished:

1. Determining the goals of the company. When defining the company's goals, the following main factors must be taken into account: specificity and measurability, a clear orientation in time (timing of goals implementation), targeting and controllability of goals, achievability of goals. For cellular companies, the main strategic goals may be: maintaining or increasing the market share in terms of the subscriber base and / or revenues, increasing revenues from DATA services (from the English Data), normalizing the balance of subscriber churn, retaining the leadership share in connections, etc.
2. Analysis of the environment. The purpose of this stage is to analyze the external and internal environment of the telecom operator: the possible impact on the company's activities of changed economic, political and legal processes, the activity and loyalty of consumers, the activities of suppliers and competitors, changes in the labor market, etc. Before conducting a SWOT analysis, the telecom operator assesses the overall market position - market share by subscriber base and revenues, sales and revenues dynamics, customer and partner perception.
3. Forecast of the development of the organization on the basis of marketing research and assessment of its competitiveness.
4. Choosing a strategy and developing a long-term plan that sets development goals and targets for the company. The strategy is chosen based on the competitive position of the company and its development prospects.
5. Implementation of the strategy - carried out through the development of programs, budgets and procedures, which can be considered as medium-term and short-term plans. For the successful implementation of the strategy, it is necessary to fully communicate the goals of

the company to the employees and involve them in the process of its implementation; ensure the flow of the necessary resources; clearly divide the functionality of implementing the strategy by divisions of the company.

6. Assessment and control of the strategy implementation. The assessment of the strategy is based on the goals set, which, as noted above, must be measurable and digitized. Evaluation can be carried out quantitatively (profitability, growth in sales, growth in the value of the company's shares, changes in the number of customers, etc.) and qualitatively (ease or complexity of implementation, feedback from staff, impact on the company's image, etc.).

Let us dwell in more detail on the main types of strategies and their application in the telecommunications sector:

1. Cost minimization - consists in determining the optimal volume of production, promotion and sales. In cellular companies, it can be used in the format of staff reduction by combining functionalities in one specialist (for example, marketing and PR in regional divisions of companies), centralization of functions (for example, single contact centers, a single monitoring center for base stations), reduction of the rent for trunk channels communications or sites for placing base stations (for example, placing base stations on the buildings of corporate clients on mutually beneficial terms, offering in return, for example, individual tariff offers) and similar events.
2. Differentiation - based on the production of an extensive range of products of the same functional purpose and allows the organization to serve a large number of customers with different needs. For telecommunications companies, it can be expressed in the form of creating lines of tariff plans and services for various customer needs. For example, tariffs for long-distance customers, tariffs with cheap intra-network calls, tariffs with included Internet traffic packages, etc.
3. Focusing - involves serving a relatively narrow segment of consumers who have special needs. For example, the operator can define the target segment "low-income customers" (retirees, students and similar social groups of people).
4. Innovation - provides for the creation of competitive advantages through the introduction of fundamentally new products or technologies. This type of strategy is often used by the Big Three operators (MTS, Beeline and MegaFon), offering their customers innovative high-tech services, for example, navigation services, telematic solutions, multichannel call services, tracking services for personnel and transport, management of access to corporate resources of the company and other services.

5. Rapid response - this strategy is based on achieving success through quick response to changes in the external environment. It is more often used by small telecommunications companies that need to quickly respond to changes in the promotion or in the pricing policy of the leading companies in the market.

The listed strategies are global, in addition to them, the so-called corporate strategies are also distinguished, which include:

1. Associated diversification strategy - This strategy assumes significant strategic alignments between business areas. In the field of telecommunications, it is used in the form of bringing related services to the market, for example, for mobile operators, these can be fixed-line services.
2. Unrelated diversification strategy - assumes that the business areas within the business area have weak strategic alignments. For telecommunications companies, this can be expressed in the integration of banking services into the mobile business, the sale of air tickets and similar services that are not directly related to the main activities of the company.
3. The strategy of capital pumping and liquidation - aimed at maximizing profits in the short term due to leaving the market.
4. Strategy for changing the course and restructuring - used when changing the structure of the company or its activities as a whole.
5. International diversification strategy - used when entering international markets.

In accordance with the goals and objectives of the marketing management of a cellular company, a system of evaluation criteria and performance indicators are formed:

1. The company's revenue, considered as a whole and in terms of services, for example, revenue from data transmission, revenue from voice communication services and other types of revenue.
2. Total business margin [OIBDA margin, equal to the ratio of OIBDA (Operating Income Before Depreciation and Amortization - operating income before depreciation of fixed assets and intangible assets) to sales proceeds].
3. Market shares by types of income and by subscribers.
4. The total number of active subscribers.
5. Subscriber churn [CHURN (from the English Churn Rate - subscriber turnover rate), in the reporting of cellular operators is also referred to as NTIS, calculated as the difference between the net outflow in the reporting period and the return of subscribers to the operator's network after a period of non-use of the SIM card].

6. The number of connections of new subscribers.
7. Voice traffic and data traffic.
8. Indicators of subscriber consumption of services: the amount of income per subscriber (ARPU - from the English Average Revenue Per User, the average revenue per user), the average price of a minute and megabyte (APPM - from the English Average Price Per Minute and APPMb - from the English Average Price Per Megabyte), average voice traffic in minutes and average Internet traffic consumption per month per one active subscriber (MOU - Minutes of User and MbOU - Megabyte of User).

These indicators are considered in three aspects: in the reporting period, comparing with the planned indicators for the period, in comparison with similar periods of previous years and in comparison with similar indicators of competitors.

With the help of marketing management in the field of telecommunications, the following tasks are solved:

1. What markets, with what strategy and at what time it is advisable for the company to enter (level of competition and opportunities for the development of the company).
2. What tariffs and services to bring to a certain market [price and content of product lines - the number of minutes included in the package tariff plans; volumes of package offers for data transmission; availability of VAS-services (from English Value Added Services - additional services) and others].
3. With what costs the company can work in order to ensure efficient economic activity (calculation of the optimal volume of the company's resources - the number of personnel, the presence of its own retail network, payment for the rented space).
4. To whom and how the company will sell certain services (target segments, advertising, distribution channels, etc.).

The solution of these issues allows the telecom operator to determine the main position and opportunities in a particular market and to carry out effective long-term planning of its activities. Strategic planning based on these principles allows you to form the main goals of the company and develop ways to achieve them.

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