EFFECTIVE USE OF MARKETING STRATEGY IN THE DEVELOPMENT OF THE TRANSPORT SYSTEM IN THE REGION (ON THE EXAMPLE OF KHOREZM REGION)

Egamberdiyev Oybek Fozilovich
PhD student, Urgench State University named after Abu Rayhan Biruni, Uzbekistan
https://doi.org/10.5281/zenodo.19630479

Abstract. *This article examines the effective application of marketing strategy to the development of the transport system in Khorezm region, Uzbekistan. The study analyses statistical data for 2020–2024, presents a SWOT analysis of the regional transport sector, and proposes a 7P-based marketing framework for attracting investment and improving service quality. The findings confirm that systematic use of marketing tools can significantly contribute to the sustainable development of regional transport infrastructure.*

Keywords: *marketing strategy, transport system, Khorezm region, regional development, logistics, SWOT, PPP.*

1. INTRODUCTION

The transport system is a key driver of regional economic development, enabling trade, tourism, and industrial activity. Khorezm region — historically significant as a Silk Road crossroads — possesses strategic geographic advantages that remain underexploited due to structural infrastructure deficits [4,5]. Marketing strategy, well-established as a public sector tool in Georgia, Kazakhstan, and EU cohesion regions, offers a systematic framework for addressing demand-side transport challenges that purely technical investment cannot resolve [1,2]. This article explores how such a strategy can be applied to accelerate transport development in Khorezm, presenting a quantitative baseline, SWOT analysis, and a tailored 7P action framework.

2. RESEARCH METHODOLOGY

The study combines qualitative and quantitative methods. Primary data were gathered through interviews with regional transport operators and local government officials. Secondary data were sourced from the State Statistics Committee and the Ministry of Transport for 2020–2024 [4,5]. The theoretical framework integrates the 7P marketing mix model — adapted for public transport — with SWOT analysis and comparative regional benchmarking [1,2,3].

3. ANALYSIS AND RESULTS

3.1. Transport Infrastructure in Khorezm Region

Khorezm covers ~6,300 km² with over 1.8 million inhabitants. Its network includes roads, the Urgench–Tashkent railway, and Urgench International Airport. Despite recent investments, paved road density per 1,000 inhabitants remains below the national average [4], and freight logistics requires substantial upgrading to serve agro-industrial and tourism sectors.

Table 1. Key Transport Indicators of Khorezm Region (2020–2024)

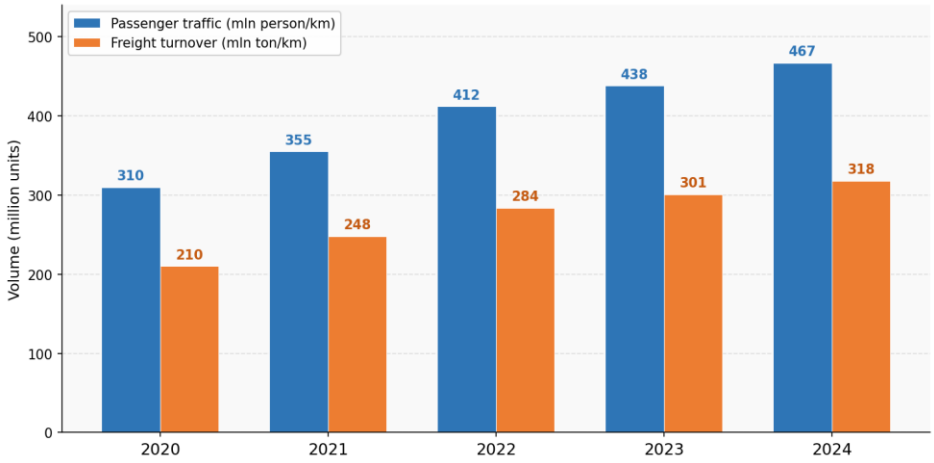
Indicator	2020	2021	2022	2023	2024

Total road length (km)	3,102	3,190	3,245	3,298	3,410
Paved roads (%)	57.4	59.1	61.2	63.7	66.4
Passenger traffic (mln person/km)	310	355	412	438	467
Freight turnover (mln ton/km)	210	248	284	301	318
Transport enterprises	162	174	187	194	209

Source: State Statistics Committee of Uzbekistan [4]

Table 1 shows consistent growth across all indicators. Passenger traffic rose by 50.6% and freight by 51.4% over the period — growth that accelerated post-2021 due to national road rehabilitation programmes [5]. Figure 1 illustrates this comparative dynamics.

Figure 1. Dynamics of Passenger Traffic and Freight Turnover, Khorezm Region (2020–2024)



Source: compiled by the author based on State Statistics Committee data [4]

3.2. SWOT Analysis of the Transport Sector

A SWOT analysis (Table 2) was conducted on the basis of field data and expert consultations to identify strategic priorities for marketing-driven development [1,6].

Table 2. SWOT Analysis of Khorezm Region Transport Sector

S — Strengths	W — Weaknesses

Silk Road location; growing tourism; airport expansion; government reform support; rich agro-industrial base	Weak road network; low freight density; limited digital services; shortage of logistics specialists
O — Opportunities New Silk Road corridor; PPP investment; development bank grants; e-commerce logistics growth	**T — Threats** Competition from Tashkent/Samarkand hubs; climate risks; slow digitalisation; regulatory uncertainty

Source: compiled by the author [6]

The analysis confirms that while geographic and heritage advantages are significant, they remain underexploited. The most promising strategic direction is positioning Khorezm as a New Silk Road logistics node, which requires a coordinated marketing strategy [5,7].

3.3. Marketing Strategy Framework (7P Model)

Based on the 7P model [1,2], SWOT findings, and international benchmarks, the following instruments are proposed:

1. Market segmentation — targeting tourists, agro-producers, industrial enterprises, and commuters with differentiated service packages [1].
2. Positioning and branding — developing a Silk Road–centred regional transport brand to create competitive differentiation in Central Asian markets [2,7].
3. Public-private partnership (PPP) — investor-oriented marketing through roadshows, feasibility studies, and digital outreach to attract private capital [5,8].
4. Tariff and incentive policy — demand-stimulating pricing for freight operators and tourism-linked transport, within national regulatory frameworks [3].
5. Digital marketing and smart mobility — mobile ticketing, route planning, and real-time tracking to improve service quality [2,8].

4. CONCLUSION AND RECOMMENDATIONS

The study demonstrates that marketing strategy integration into regional transport management yields measurable improvements in service quality, investment attraction, and competitiveness [1,2]. For Khorezm, the following priority actions are recommended: (1) establish a regional transport marketing unit for market research and investor relations; (2) launch a Silk Road–based transport brand at national and international platforms [7]; (3) prioritise digital transport infrastructure within the regional digitalisation programme; (4) design PPP frameworks supported by investor marketing; (5) embed monitoring and evaluation into all marketing initiatives.

These recommendations align with Uzbekistan's New Uzbekistan Development Strategy 2022–2026 [5] and offer a scalable model for underfunded regions across Central Asia.

REFERENCES

1. Kotler P., Keller K. L. Marketing Management (15th ed.). — Pearson Education, 2016. — 816 p.
2. Lovelock C., Wirtz J. Services Marketing: People, Technology, Strategy (8th ed.). — World Scientific, 2016. — 502 p.

3. Zeithaml V. A., Bitner M. J., Gremler D. D. Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). — McGraw-Hill, 2018. — 592 p.
4. State Statistics Committee of the Republic of Uzbekistan. Regional Statistical Yearbook. — Tashkent, 2024.
5. Ministry of Transport of the Republic of Uzbekistan. Strategy for the Development of the Transport System of Uzbekistan 2022–2026. — Tashkent, 2023.
6. Mirziyoyev Sh. M. New Uzbekistan Development Strategy 2022–2026. — Tashkent: National Information Agency, 2022.
7. Mukhitdinov A. Regional Logistics and Marketing in Central Asia. — Tashkent: TDIU Press, 2023. — 218 p.
8. European Commission. EU Transport Marketing and Regional Development Guidelines. — Brussels: EC Transport Directorate, 2021.