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Originallik/qiyamat: Maqola platforma boshqaruvi xavflarini o'lchanadigan marketing strategiyasi konstruksiyalariga aylantiradigan nazariy doiraga hissa qo'shadi. U rivojlanayotgan bozorlardagi korxonalar algoritmik vositachilik va darvozabon kuchi sharoitida platformaga chidamli raqobatbardoshlikni qanday yaratishi mumkinligini o'rganish uchun soxtalashtirilishi mumkin bo'lgan tadqiqot arxitekturasini taqdim etadi.

Kalit so'zlar: Strategik marketing qobiliyati; korxonalar raqobatbardoshligi; raqamli platformalar; platformaga bog'liqlik; algoritmik ko'rish xavfi; dinamik imkoniyatlar; mijozlar tahlili; PLS-SEM; rivojlanayotgan bozorlar; O'zbekiston.

Аннотация. Цель: В данной статье разработана модель стратегической маркетинговой конкурентоспособности на основе платформ (SMPC), объясняющая, как конкурентоспособность предприятия формируется взаимодействием между стратегическими маркетинговыми возможностями и рисками управления платформой в цифровых экосистемах. Исследование затрагивает недостаточно разработанное пересечение теории маркетинговых возможностей, динамических возможностей, рыночной ориентации, сервисно-ориентированной логики и исследований экосистем платформ.

Методология/подход: Статья носит концептуальный и теоретический характер. Она синтезирует устоявшиеся теоретические направления и разрабатывает проверяемую структурную модель для будущей эмпирической проверки с использованием моделирования структурных уравнений методом частичных наименьших квадратов (PLS-SEM). Предложенный эмпирический подход ориентирован на предприятия, работающие в цифровых экосистемах платформ в Узбекистане и сопоставимых развивающихся рынках.

Результаты: Модель SMPC предполагает, что стратегические маркетинговые возможности, возможности анализа данных о клиентах, инновационная ориентация и многоканальная интеграция способствуют конкурентоспособности предприятия за счет создания ценности для клиента, вовлечения клиентов, позиционирования платформы и цифрового доверия. Однако предполагается, что зависимость от платформы, затраты на переключение, риск алгоритмической видимости и концентрация экосистемы ослабляют или обуславливают эти взаимосвязи. Модель вводит три специфических для платформы теоретических конструкта: парадокс управления платформой, гибкость реконфигурации платформы и штраф за асимметрию в анализе данных о клиентах.

Оригинальность/ценность: В статье представлена межтеоретическая структура, которая переводит риски управления платформой в измеримые конструкты маркетинговой стратегии. Она предлагает проверяемую исследовательскую архитектуру для изучения того, как предприятия на развивающихся рынках могут создавать устойчивую к платформам конкурентоспособность в условиях алгоритмического посредничества и власти привратников.

Ключевые слова: Стратегические маркетинговые возможности; конкурентоспособность предприятия; цифровые платформы; зависимость от платформы; риск алгоритмической видимости; динамические возможности; анализ данных о клиентах; PLS-SEM; развивающиеся рынки; Узбекистан.

INTRODUCTION

Digital platforms have become a central infrastructure of contemporary competition. For enterprises, platforms can reduce search costs, expand market access, and create new channels for customer engagement. At the same time, they may constrain enterprise autonomy through algorithmic ranking systems, non-transparent data access rules, self-preferencing practices, and switching costs that make enterprises dependent on a limited number of platform intermediaries.

Classical theories of competitive advantage assume that firms can convert superior resources, market intelligence, and marketing capabilities into competitive outcomes through positioning, differentiation, and customer value creation. In platform-mediated markets, this assumption is incomplete. A firm may possess strong marketing capabilities yet fail to capture their full competitive returns if customer visibility, data access, and customer relationships are governed by a platform operator. This problem is especially important for emerging markets, where digital platforms may expand faster than regulatory and institutional mechanisms designed to ensure transparency, data portability, and fair competition.

This paper develops the Strategic Marketing–Platform Competitiveness (SMPC) model. The model explains how enterprise-level marketing capabilities translate into competitiveness and how platform-governance risks moderate this process. Rather than treating platforms merely as digital channels, the paper conceptualizes them as governance environments that shape the value of enterprise marketing investments.

The article makes three contributions. First, it integrates marketing capability theory, the resource-based view, dynamic capabilities, market orientation, service-dominant logic, and platform ecosystem theory into one conceptual framework. Second, it operationalizes platform-specific risks—platform dependence, switching costs, algorithmic visibility risk, and ecosystem concentration—as measurable constructs in marketing strategy research. Third, it offers an empirical validation design suitable for Uzbekistan and similar emerging market contexts.



LITERATURE REVIEW

Strategic marketing and competitive advantage. Porter's competitive advantage framework emphasizes that firms achieve superior performance by selecting defensible positions based on cost leadership, differentiation, or focus. Marketing strategy research extends this logic by explaining how segmentation, targeting, positioning, pricing, communication, and channel decisions help firms create and defend value propositions. However, platform ecosystems alter the conditions under which positioning creates value because customer visibility is increasingly mediated by ranking, recommendation, and search algorithms.

Resource-based view and marketing capabilities. The resource-based view argues that valuable, rare, inimitable, and non-substitutable resources can generate sustained competitive advantage. Marketing capabilities, customer relationships, brand equity, and market information systems are therefore important strategic assets. In platform contexts, however, the value of these assets may be partially appropriated or diluted by platform governance mechanisms. Customer data may remain under platform control, seller reputations may not be portable, and platform rules may standardize the marketing tools available to all participants.

Dynamic capabilities. Dynamic capabilities theory explains how firms sense opportunities and threats, seize opportunities, and reconfigure resources in changing environments. In digital platform ecosystems, reconfiguration is not limited to product or channel adaptation. It also includes platform portfolio diversification, first-party data development, direct customer relationship ownership, and the ability to respond to algorithmic or policy changes.

Market orientation and customer analytics. Market orientation theory stresses the generation, dissemination, and use of market intelligence. Digital analytics strengthens this process by enabling behavioural segmentation, personalization, and prediction of customer value. Yet platform-controlled analytics dashboards may provide only partial and curated data. This creates an information asymmetry between platform operators and enterprise participants.

Platform ecosystems and gatekeeper power. Platform ecosystem theory shows that network effects, data advantages, and multi-sided market structures can generate concentrated platform power. For enterprise participants, this creates risks of dependency, self-preferencing, ranking opacity, and switching costs. These risks are not external background conditions; they directly affect whether marketing capabilities can be converted into competitiveness.

RESEARCH METHODOLOGY

Existing research has not sufficiently integrated two perspectives that are usually examined separately. Marketing capability studies explain how firms build value and performance through strategic resources and customer orientation. Platform economics explains how digital intermediaries generate power through network effects, data control, and governance rules. The missing link is a structural model that explains how platform-governance risks condition the marketing capability–competitiveness relationship.

A second gap concerns construct operationalization. Concepts such as algorithmic visibility, platform dependence, and customer data asymmetry are widely discussed in regulatory and platform economics literature but are rarely translated into measurable constructs for marketing strategy research.

A third gap is contextual. Emerging markets such as Uzbekistan provide important settings for examining platform-mediated competition because institutional frameworks, enterprise digital maturity, and market concentration may differ from advanced economies. A model designed for these contexts can enrich both theory and policy.

The SMPC conceptual model:

The SMPC model contains four substantive layers. The first layer consists of enterprise capabilities: strategic marketing capability, customer analytics capability, innovation orientation, and omnichannel integration capability. The second layer consists of value mechanisms: customer value creation, customer engagement, platform positioning, and digital trust. The third layer consists of platform-governance risks: platform dependence, switching costs, algorithmic visibility risk, and ecosystem concentration. The fourth layer is enterprise competitiveness, conceptualized as a formative higher-order construct comprising market share growth, customer retention, customer lifetime value, new customer acquisition, brand awareness, and revenue diversification.

The model is built around three new theoretical concepts. The platform governance paradox refers to the condition in which firms invest in marketing capabilities but part of the value generated by these capabilities is captured or controlled by the platform operator. Platform reconfiguration agility refers to the dynamic capability of sensing platform-governance risks and reconfiguring marketing channels, data infrastructure, and customer relationship architecture. The customer analytics asymmetry penalty refers to the reduction in the competitive value of analytics capability caused by platform-controlled data restrictions and dashboard curation.



Hypotheses development:

H1: Strategic marketing capability has a positive effect on enterprise competitiveness.

H2: Customer analytics capability has a positive effect on customer value creation.

H3: Innovation orientation has a positive effect on enterprise competitiveness.

H4: Omnichannel integration capability has a positive effect on customer engagement.

H5: Customer value creation mediates the relationship between strategic marketing capability and enterprise competitiveness.

H6: Customer engagement mediates the relationship between customer analytics capability and enterprise competitiveness.

H7: Platform positioning mediates the relationship between omnichannel integration capability and enterprise competitiveness.

H8: Platform dependence negatively moderates the relationship between customer analytics capability and enterprise competitiveness.

H9: Algorithmic visibility risk negatively moderates the relationship between platform positioning and customer acquisition.

H10: Platform reconfiguration agility attenuates the negative moderating effect of platform dependence on the relationship between customer analytics capability and enterprise competitiveness.

Proposed empirical validation design:

The model is designed for future empirical validation using PLS-SEM because the framework includes multiple latent constructs, mediation paths, moderation effects, and a formative higher-order outcome construct. The target population consists of enterprises operating in platform-mediated sectors, including marketplace sellers, e-commerce operators, fintech-dependent businesses, and platform-mediated service providers.

A minimum sample of 300 enterprise-level respondents is recommended, subject to final power analysis for interaction effects. Respondents should be senior decision-makers with direct knowledge of marketing strategy, digital platform use, and business performance. Stratified sampling across sectors is preferable to reduce sectoral bias.

Most first-order constructs should be measured reflectively using seven-point Likert scales adapted from validated literature. Enterprise competitiveness should be treated as a formative higher-order construct because its dimensions are not interchangeable manifestations of a single latent trait. Objective administrative or accounting data should be used where available; perceptual measures should be treated as a backup.

Validity assessment should include outer loadings, composite reliability, average variance extracted, HTMT, VIF diagnostics, bootstrapping with at least 5,000 resamples, assessment of common method bias, and endogeneity checks. For formative constructs, indicator weights, indicator relevance, multicollinearity, and redundancy analysis should be reported.

Measurement architecture:

Strategic marketing capability may be measured through items capturing differentiated positioning, long-term brand architecture, strategic resource allocation, marketing planning, and competitor differentiation.

Customer analytics capability should capture systematic customer data collection, evidence-based marketing decisions, customer lifetime value prediction, and the speed with which analytics generate actionable insights.

Innovation orientation should capture experimentation with new value propositions, service innovation, marketing experimentation, and dedicated innovation resources.

Omnichannel integration should capture consistency of service quality across channels, synchronization of customer data, seamless channel transitions, and coherent communications across touchpoints.

Platform dependence should capture revenue reliance on a primary platform, inability to maintain sales without the platform, algorithmic control over customer acquisition, platform constraints on pricing, and business continuity risk.

Algorithmic visibility risk should capture sensitivity to algorithm changes, lack of transparency in ranking criteria, revenue losses after algorithmic updates, and unpredictability of platform position.

Switching costs should capture data migration difficulty, non-portability of customer reviews, time needed to rebuild seller reputation, and technical integration costs.

Enterprise competitiveness should be measured through market share growth, customer retention, customer lifetime value trend, new customer acquisition, brand awareness, and revenue diversification.

ANALYSIS AND RESULTS

The SMPC model reframes platform-mediated enterprise competition as a problem of conditional capability conversion. Marketing capabilities remain important, but their returns depend on the governance environment



in which they are deployed. A firm with strong analytics capability may not achieve proportional competitive gains if customer data access is limited, if algorithmic visibility is unstable, or if switching costs prevent channel diversification.

The model also clarifies why platform participation should not be treated simply as digital transformation. Platform participation can create reach, but reach without customer relationship ownership may increase dependency. The strategic task for enterprises is therefore not to avoid platforms, but to build platform-resilient marketing architectures that combine platform use with first-party data, direct customer engagement, and multi-channel flexibility.

For emerging markets, the model has an additional implication. Where competition regulation, data portability rules, and platform transparency mechanisms are still developing, enterprise-level platform dependence may become a structural source of competitive vulnerability. This makes the SMPC model relevant not only for firm strategy but also for competition policy.

Theoretical contributions:

The first contribution is integrative. The paper connects marketing capabilities, dynamic capabilities, service-dominant logic, and platform ecosystem theory within one falsifiable model.

The second contribution is construct-level. It translates platform-governance concerns into marketing strategy constructs that can be measured empirically.

The third contribution is contextual. The model is designed for emerging markets and highlights why institutional conditions may shape the strength of platform-dependence effects.

The fourth contribution is methodological. The paper provides a PLS-SEM-ready architecture that can be used in future empirical studies while clearly distinguishing conceptual propositions from observed empirical findings.

Managerial implications:

Managers should evaluate platform participation not only by revenue growth but also by dependency risk. Key diagnostic questions include: What share of revenue depends on one platform? Are customer data and reviews portable? Can the firm reach customers outside the platform? How sensitive are sales to algorithmic changes?

Firms should invest in first-party data infrastructure, direct communication channels, brand communities, customer relationship management systems, and multi-platform strategies. Marketing analytics should not be limited to platform-provided dashboards. Enterprises should also monitor algorithmic visibility, review dynamics, and platform policy changes as part of strategic risk management.

Policy implications:

For policymakers and competition authorities, the model suggests that platform power affects enterprise competitiveness through marketing channels, data access, and customer visibility. Regulatory attention should therefore include transparency of ranking systems, fair access to platform data, portability of ratings and reviews, non-discriminatory treatment of business users, and safeguards against self-preferencing.

In emerging markets, policy should support not only platform growth but also platform fairness. Transparent rules, data portability, and complaint mechanisms can help ensure that digital platforms expand market opportunities without creating excessive dependence for smaller enterprises.

Limitations and future research:

This paper is conceptual and does not present empirical test results. The hypotheses require validation through enterprise-level data. The proposed Uzbekistan context is important but may limit generalizability to other institutional settings. Future research should test the model across countries, platform sectors, and firm sizes.

Future studies should also examine longitudinal effects. Platform dependence may not immediately reduce competitiveness; the negative effect may emerge over time as data, reviews, and customer relationships become less portable. Experimental or panel designs could strengthen causal inference.

CONCLUSION

This paper develops the SMPC model to explain how strategic marketing capabilities shape enterprise competitiveness in digital platform ecosystems. The central argument is that marketing capabilities generate competitive value, but platform-governance risks condition the degree to which firms can capture that value. By integrating marketing strategy theory with platform ecosystem theory, the paper provides a conceptual and empirical foundation for studying platform-resilient competitiveness in emerging markets.

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Data availability: No empirical dataset is used in the present conceptual article. Future empirical validation data should be made available according to journal policy and applicable confidentiality rules.

Ethics: Future survey research involving enterprise respondents should obtain informed consent, guarantee anonymity, and comply with the relevant institutional ethics requirements.

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