Improving marketing communications management through data-driven integration

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Abstract. The fragmentation of digital channels has made marketing communications increasingly difficult to manage as a unified business process. This thesis proposes a data-driven integration framework that connects strategic communication objectives with customer information, message coordination, channel roles, performance indicators, and managerial feedback. The framework is structured around five linked stages: strategic alignment, customer data consolidation, communication orchestration, multi-level performance measurement, and continuous optimization. Particular attention is given to the distinction between communication activity and economic effectiveness. The proposed approach can serve as a methodological basis for subsequent empirical research in retail, e-commerce, banking, telecommunications, and other customer-facing sectors in Uzbekistan.

Keywords: marketing communications, data-driven marketing, integrated marketing communications, customer data, omnichannel coordination, marketing analytics, KPI, customer journey, communication effectiveness.

Annotatsiya. Raqamli kanallarning parchalanishi marketing kommunikatsiyalarini yagona biznes jarayoni sifatida boshqarishni murakkablashtirdi. Ushbu tezis strategik kommunikatsiya maqsadlarini mijozlar haqidagi ma’lumotlar, xabarlarni muvofiqlashtirish, kanallarning vazifalari, samaradorlik ko‘rsatkichlari va boshqaruv teskari aloqasi bilan bog‘laydigan ma’lumotlarga asoslangan integratsiya modelini taklif etadi. Model beshta o‘zaro bog‘liq bosqichga asoslanadi: strategik muvofiqlashtirish, mijozlar ma’lumotlarini birlashtirish, kommunikatsiyalarni muvofiqlashtirish, ko‘p darajali samaradorlikni baholash va uzluksiz optimallashtirish. Kommunikatsion faollik bilan iqtisodiy samaradorlikni farqlashga alohida e’tibor qaratiladi. Taklif etilgan yondashuv O‘zbekistondagi chakana savdo, elektron tijorat, bank, telekommunikatsiya va boshqa mijozlarga yo‘naltirilgan sohalarda keyingi empirik tadqiqotlar uchun metodologik asos bo‘lishi mumkin.

Kalit so‘zlar: marketing kommunikatsiyalari, ma’lumotlarga asoslangan marketing, integratsiyalashgan marketing kommunikatsiyalari, mijozlar ma’lumotlari, omnichannel muvofiqlashtirish, marketing analitikasi, KPI, mijozlar yo‘li, kommunikatsiya samaradorligi.

Аннотация. Фрагментация цифровых каналов усложнила управление маркетинговыми коммуникациями как единым бизнес-процессом. В тезисе предлагается модель интеграции на основе данных, связывающая стратегические цели коммуникаций с информацией о клиентах, координацией сообщений, функциями каналов, показателями эффективности и управленческой обратной связью. Модель включает пять взаимосвязанных этапов: стратегическое согласование, консолидацию клиентских данных, координацию коммуникаций, многоуровневую оценку эффективности и непрерывную оптимизацию. Особое внимание уделяется разграничению коммуникационной активности и экономической результативности. Предлагаемый подход может служить методологической основой для последующих эмпирических исследований в розничной торговле, электронной коммерции, банковской сфере, телекоммуникациях и других клиентоориентированных секторах Узбекистана.

Ключевые слова: маркетинговые коммуникации, маркетинг на основе данных, интегрированные маркетинговые коммуникации, клиентские данные, омниканальная координация, маркетинговая аналитика, KPI, путь клиента, эффективность коммуникаций.

Introduction

The digitalization of markets has multiplied the number of communication touchpoints available to organizations. Customers can encounter the same company through social media, search engines, websites, mobile applications, marketplaces, e-mail, messengers, call centers, and physical points of sale. Although this diversity expands communication opportunities, it also creates a managerial problem: individual channels may be optimized separately while the overall customer experience remains inconsistent. Different departments can send overlapping messages, apply different segmentation logic, and evaluate success through unrelated indicators.

Integrated marketing communications research emphasizes that communication instruments should support a common strategic purpose rather than function as isolated promotional activities. In contemporary digital markets, integration must also include data, timing, customer response, and performance measurement. Lemon and Verhoef (2016) demonstrate that customer experience develops across a sequence of touchpoints, while Verhoef, Kannan, and Inman (2015) show that omnichannel management requires coordination across channels. These developments make data integration an important methodological component of marketing communications management.

Purpose and Research Approach

The purpose of this thesis is to formulate a practical methodological framework for improving marketing communications management through data-driven integration. The study uses conceptual analysis, synthesis of marketing communications and customer-journey literature, process modeling, and KPI-based management logic. The proposed framework is conceptual and is intended to generate testable relationships for subsequent empirical research rather than to present unverified causal effects as established results.

The framework is based on the assumption that marketing communication should operate as a closed management cycle. Strategic objectives determine what communication must achieve; customer data help identify relevant audiences and contexts; communication channels perform differentiated roles; performance indicators show whether customer behavior changes; and the resulting evidence is returned to the planning stage for correction.

Proposed Data-Driven Integration Framework

The first stage is strategic alignment. Communication objectives should be directly connected with broader marketing and business outcomes. Depending on the organization, these outcomes may include customer acquisition, repeat purchase, retention, cross-selling, brand consideration, or customer lifetime value. This stage reduces the risk of evaluating communication only through visibility metrics such as impressions or engagement.

The second stage is customer data consolidation. Relevant first-party data from CRM systems, loyalty programs, digital interactions, transactions, service contacts, and campaign responses can be combined where technically, legally, and ethically appropriate. The purpose is not to maximize the volume of collected data, but to create a sufficiently reliable basis for segmentation, timing, channel selection, and message relevance. Data quality, consent, and transparency should therefore be treated as management variables.

The third stage is communication orchestration. A stable value proposition should be maintained across channels, while message format, depth, timing, and call-to-action may vary according to the role of each touchpoint. Social media can support discovery and engagement; a website can facilitate information search; messengers can support consultation; mobile applications can stimulate repeat interaction; and call centers can address complex customer needs. The managerial task is to coordinate these roles as a sequence rather than to maximize each channel independently.

The fourth stage is performance measurement. A four-level KPI hierarchy is proposed. The first level includes communication indicators such as reach, frequency, response, and engagement. The second level includes behavioral indicators such as visits, inquiries, content consumption, and repeated interaction. The third level includes conversion and relationship indicators such as qualified leads, purchases, repeat

purchases, retention, and opt-out behavior. The fourth level includes economic indicators such as customer acquisition cost, incremental revenue, contribution margin, and customer lifetime value. This structure makes it possible to distinguish communication activity from business effectiveness.

The fifth stage is continuous optimization. Results should be systematically returned to the communication planning process. Managers can revise audience definitions, message variants, contact frequency, channel sequence, and budget allocation based on observed response. Testing should be used to compare alternatives, while dashboards should support managerial interpretation rather than replace it. In this way, marketing communications become a learning system rather than a sequence of disconnected campaigns.

Discussion

The proposed framework changes the unit of analysis from the individual communication channel to the integrated customer communication process. This distinction is important because strong channel-level performance does not necessarily indicate strong overall performance. For example, increasing message frequency may improve short-term clicks while simultaneously increasing opt-outs or customer irritation. A data-driven integration model makes it possible to examine such trade-offs across the customer journey.

The framework also has relevance for enterprises in Uzbekistan, where the use of social networks, messengers, mobile services, e-commerce platforms, and physical channels is expanding. The practical configuration of the model will depend on sector, digital maturity, access to first-party data, language preferences, CRM infrastructure, and organizational capabilities. Future research should therefore compare enterprises with different levels of communication integration rather than assuming that one technical solution is optimal for all organizations.

Conclusion

Marketing communications management in the digital economy requires coordinated decision-making across strategy, customer data, messages, channels, measurement, and feedback. The five-stage data-driven integration framework proposed in this thesis provides a structured methodology for linking these components. Its principal contribution is the separation of communication activity from behavioral and economic outcomes and the inclusion of continuous managerial learning in the communication process. Future empirical studies can operationalize the proposed variables and test the framework using customer, campaign, CRM, and transaction data in selected sectors of Uzbekistan.

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