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IQTISODIYOTI**

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OLY TA‘LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

**MIRZO ULUG‘BEK NOMIDAGI  
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**YANGI O‘ZBEKISTON IQTISODIYOTI**

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- korxonada xodimlarning moddiy manfaatdorligi tamoyilini hayotga muntazam ravishda izchillik bilan tatbiq etish, ya’ni sanoat ishlab chiqarishda mehnatga haq to‘lashni yaxshilash va uning eng progressiv usullarini qo‘llashga alohida e’tibor berish;

- korxonalarda ishlab chiqarish quvvatlaridan foydalanish hisobini, monitoringini yuritish;

- korxonalarda ishlab chiqarish dasturlarini takomillashtirish;

- korxonalarda xorijiy tajriba asosida mavjud ishlab chiqarish resurslaridan samarali va oqilona foydalanishni takomillashtirish, ishlab chiqarish jarayonlarini muntazam rivojlantirib borish tamoyillariga amal qilish.

- ishlab chiqarish jarayonlarini to‘liq auditdan o‘tkazish;

- energiya tejamkor uskunalardan foydalanish;

- boshqaruv tizimini raqamlashtirish;

- innovatsion yondashuvlarni keng qo‘llash.

Xulosa qilib aytganda, sanoat korxonalarida ishlab chiqarish quvvatlaridan samarali foydalanish iqtisodiy o‘shishning asosiy omillaridan biridir. Tahlillar shuni ko‘rsatadiki, mavjud imkoniyatlardan to‘liq foydalanilmayapti. Taklif etilgan chora-tadbirlarni amalga oshirish orqali ishlab chiqarish samaradorligini kamida 20–30% ga oshirish mumkin.

#### **Foydalanilgan adabiyotlar ro‘yxati:**

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3. Yo‘ldoshev N.Q. “Korxonalar iqtisodiyoti”. – Toshkent: Fan va texnologiya, 2019.

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### **PRIORITY DIRECTIONS FOR IMPROVING THE NATIONAL LOGISTICS POLICY IN UZBEKISTAN**

#### **O‘ZBEKISTONDA MILLIY LOGISTIKA SIYOSATINI TAKOMILLASHTIRISH BO‘YICHA USTIBORCHILIK YO‘NALISHLAR**

#### **ПРИОРИТЕТНЫЕ НАПРАВЛЕНИЯ СОВЕРШЕНСТВОВАНИЯ НАЦИОНАЛЬНОЙ ЛОГИСТИЧЕСКОЙ ПОЛИТИКИ В УЗБЕКИСТАНЕ**

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#### **Abstract**

This article analyzes the priority directions for improving the national logistics policy of Uzbekistan from scientific-theoretical and practical perspectives. The modernization of transport and logistics infrastructure, effective utilization of transit potential, implementation of digital logistics systems, and regional integration processes are identified as key areas of development. The study substantiates the role of logistics policy in enhancing the competitiveness of the national economy, expanding export volumes, and ensuring supply chain sustainability. Based on the research findings, strategic recommendations for the further development of national logistics policy are proposed.

**Keywords:** logistics policy, transport infrastructure, transit potential, digital logistics, supply chain, economic competitiveness.

Ushbu maqolada O‘zbekistonning milliy logistika siyosatini takomillashtirishning ustuvor yo‘nalishlari tahlil qilinadi. Unda transport va logistika infratuzilmasini modernizatsiya qilish, tranzit salohiyatidan samarali foydalanish, raqamli logistika tizimlarini joriy etish va mintaqaviy integratsiya

masalalari ko‘rib chiqiladi. Shuningdek, unda logistika siyosatining milliy iqtisodiyotning raqobatbardoshligini oshirish, eksportni kengaytirish va ta‘minot zanjirlarining barqarorligini ta‘minlashdagi roli o‘rganiladi.

**Kalit so‘zlar:** logistika siyosati, transport infratuzilmasi, tranzit salohiyati, raqamli logistika, ta‘minot zanjirlari.

В статье анализируются приоритетные направления совершенствования национальной логистической политики Узбекистана. Рассматриваются вопросы модернизации транспортно-логистической инфраструктуры, эффективного использования транзитного потенциала, внедрения цифровых логистических систем и региональной интеграции. Обосновывается роль логистической политики в повышении конкурентоспособности национальной экономики, расширении экспорта и обеспечении устойчивости цепей поставок.

**Ключевые слова:** логистическая политика, транспортная инфраструктура, транзитный потенциал, цифровая логистика, цепи поставок.

The acceleration of globalization processes and the growth of international trade have transformed logistics systems into a strategic component of national economies. Under modern conditions, logistics policy is not limited to organizing cargo transportation but serves as an important instrument for ensuring economic growth, strengthening regional integration, and increasing export capacity. Uzbekistan is geographically located at the center of Central Asia and stands at the crossroads of major international transit corridors. Therefore, improving the national logistics policy has become one of the priority directions of the country’s economic development strategy. The purpose of this study is to scientifically substantiate the priority directions for improving Uzbekistan’s national logistics policy and to develop practical recommendations. The research objectives include studying the theoretical foundations of logistics policy, analyzing the current state of Uzbekistan’s logistics system, identifying priority development directions, and formulating strategic proposals.

One of the fundamental theoretical concepts of logistics policy refers to a system of strategic measures implemented by the state to regulate and develop transport, warehousing, customs, information, and supply chain processes. Modern logistics is based on the following principles: integrated management, multimodal transport systems, digital monitoring, cost optimization, sustainability, and environmental safety. Logistics policy plays a crucial role in ensuring economic security, diversifying exports, and increasing investment attractiveness.

One of the fundamental theoretical concepts of logistics policy refers to a comprehensive system of strategic measures implemented by the state to regulate, coordinate, and develop key components of the logistics sector. These components include transport infrastructure, warehousing systems, customs procedures, information flows, and supply chain processes. In modern economic conditions, logistics policy is not limited to physical movement of goods; it also encompasses the optimization of time, cost, and information exchange within both domestic and international trade networks. A well-designed logistics policy ensures the smooth functioning of production and distribution systems, thereby contributing to overall economic efficiency.

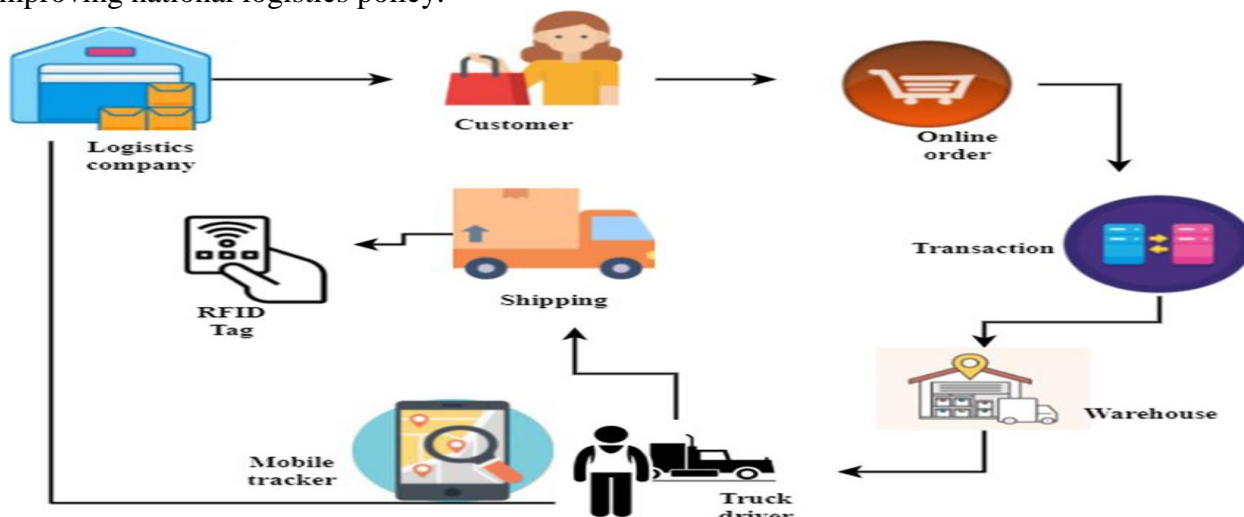
Modern logistics is based on several interrelated principles that reflect the complexity and dynamism of global markets. First, integrated management emphasizes the coordination of all logistics activities procurement, transportation, storage, and distribution into a unified system. This approach reduces fragmentation and increases operational efficiency. Second, multimodal transport systems involve the use of multiple modes of transport (road, rail, air, and sea) in a single supply chain, which enhances flexibility and reduces delivery times. Third, digital monitoring and the application of advanced information technologies such as real-time tracking, big data analytics, and automated management systems enable greater transparency, accuracy, and responsiveness in logistics operations.

In addition, cost optimization remains a central objective of logistics policy, aiming to minimize expenses while maintaining high service quality. This involves efficient route planning, inventory management, and resource allocation. Sustainability and environmental safety have also become

essential principles, as governments and organizations seek to reduce the ecological impact of logistics activities through green transport solutions, energy-efficient warehouses, and reduced emissions. These principles align logistics development with global environmental standards and sustainable development goals.

Logistics policy plays a crucial role in ensuring a country’s economic security by maintaining stable supply chains and reducing dependency on external factors. It also contributes to export diversification by improving access to international markets and enhancing the competitiveness of domestic products. Furthermore, an effective logistics system increases a country’s investment attractiveness, as investors are more likely to invest in regions with reliable infrastructure, efficient customs procedures, and advanced logistics services. In this context, logistics policy becomes a strategic tool for achieving long-term economic growth, regional integration, and global competitiveness.

In recent years, Uzbekistan’s logistics system has shown noticeable progress. Significant attention has been paid to the modernization of transport infrastructure. Railway lines are being reconstructed, highways are being renewed, and logistics centers are being established. However, several challenges remain, including insufficient infrastructure development in certain regions, complex customs procedures, high logistics costs, and limited digital integration. Uzbekistan’s position in the World Bank’s Logistics Performance Index (LPI) indicates the necessity of further improving national logistics policy.



*Structure of National Logistics System. [1]*

Transport → Warehousing → Customs → Information Systems → Supply Chain

This diagram shows the main components of a national logistics system. The transportation system ensures the movement of goods, the warehousing system organizes storage, the customs system performs regulation, and information systems digitally manage all processes. These elements work as a single supply chain.

The priority areas for improving the national logistics policy are as follows:

- Modernization of Transport Infrastructure
- Reconstruction of railway and highway networks
- Development of multimodal logistics centers
- Expansion of airport infrastructure

Integration of transport networks reduces freight transport time and costs. In order to effectively use transit potential, Uzbekistan geographically acts as an important bridge between China, Russia, South Asia and Europe. To increase transit cargo flows, it is necessary to: develop international transport corridors, strengthen logistics integration with neighboring countries, and simplify customs procedures. The introduction of a digital logistics system has long become a state requirement. Digitalization is a key factor in increasing logistics efficiency.

Green logistics policies should be implemented to ensure environmental sustainability: energy-efficient vehicles, electric trucks, and carbon emission reduction programs. Green logistics policies

should be implemented to ensure environmental sustainability: energy-efficient vehicles, electric trucks, and carbon emission reduction programs. Due to its strategic geographic location between China, Russia, South Asia, and Europe, Uzbekistan serves as a vital transit bridge. Increasing transit cargo flows requires: Development of international transport corridors; Strengthening logistics cooperation with neighboring countries; Simplification of customs procedures.

*Implementation of digital logistics systems-* digitalization has become a state priority and a key factor in improving logistics efficiency. It includes: electronic customs systems, GPS monitoring technologies, AI-based cargo flow forecasting, Single-window digital platforms. Digital logistics ensures transparency and reduces corruption risks. Regional logistics hubs accelerate export-import operations. The development of logistics infrastructure within free economic zones creates a favorable investment climate. To ensure environmental sustainability, the following measures should be introduced: Energy-efficient transport vehicles; Electric cargo trucks; Carbon emission reduction programs.

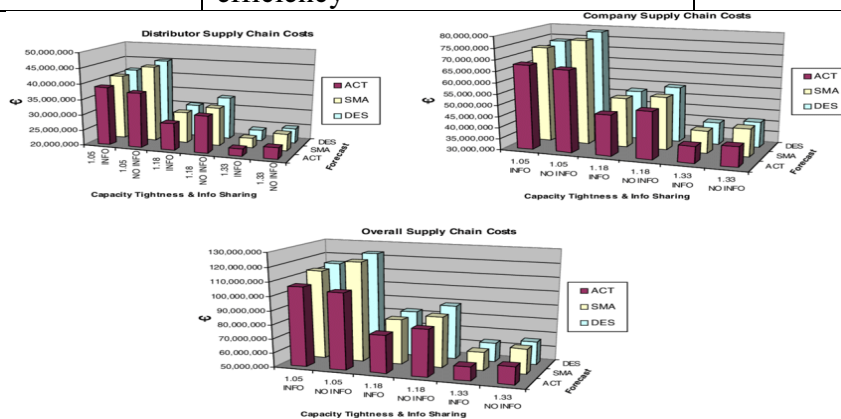
The research results demonstrate that comprehensive development of logistics policy significantly accelerates economic growth. A 10% reduction in transport costs may lead to a 5-7% increase in export volumes. The cost structure of logistics operations can be estimated as follows:

- ✓ Transport costs: 50-60%
- ✓ Warehousing and storage: 20-25%
- ✓ Customs and documentation: 10-15%
- ✓ Other costs: 5-10%

Thus, modernization of transport infrastructure remains the most critical priority.

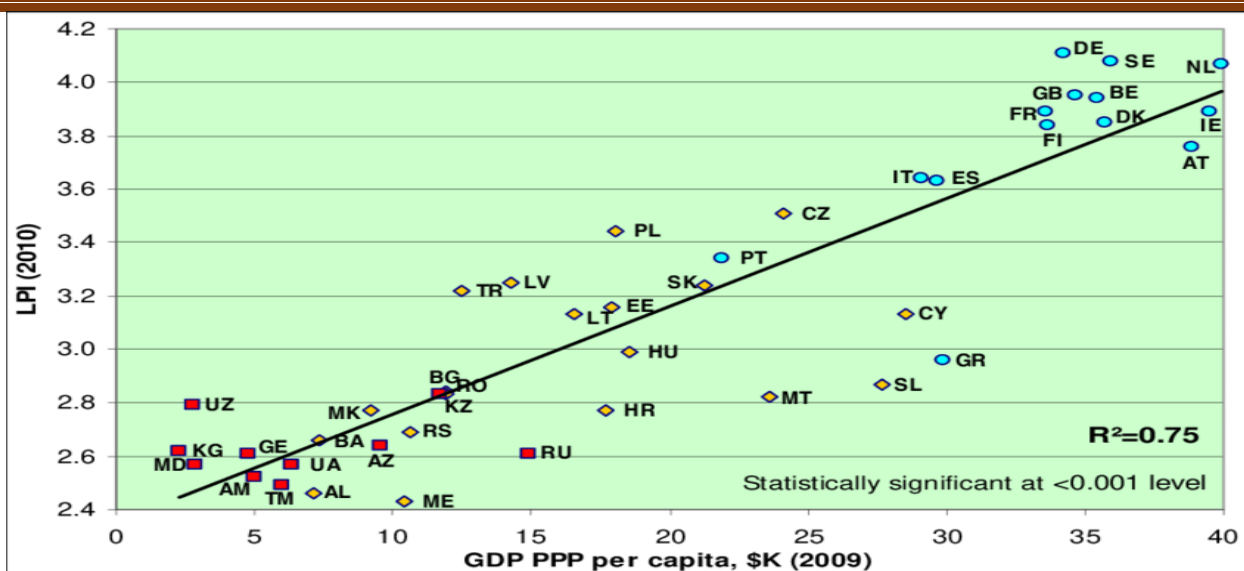
*Key Components of Logistics Policy*

No	Component	Content	Economic Impact
1	Transport infrastructure	Railway, road, air, and multimodal systems	Reduction of transport costs
2	Customs regulation and	Electronic declaration, single-window system	Time savings, increased transparency
3	Digital logistics	GPS, ERP, AI monitoring	Higher efficiency and accuracy
4	Logistics centers	Warehousing, processing, distribution hubs	Increased export potential
5	Green logistics	Eco-friendly transport, energy efficiency	Sustainable development



This picture represents an integrated model for the modernization of transport infrastructure. When rail, road and air transport are combined into a single system, the speed of freight transport increases and costs decrease.[2]

Logistics efficiency depends on infrastructure quality, management effectiveness, level of digital transformation, and international integration. Therefore, logistics policy should be considered not as a separate sector but as an integrated part of the national economic strategy.



The green logistics model aims to ensure environmental sustainability. Energy-efficient vehicles and electric trucks reduce carbon emissions.

Improving Uzbekistan’s national logistics policy is a strategic factor in economic development. The study identifies the following priority directions: modernization of transport infrastructure, expansion of transit potential, implementation of digital logistics systems, development of regional logistics centers, and introduction of green logistics principles.

Implementation of these measures will enhance Uzbekistan’s position in international logistics rankings, increase export capacity, and strengthen the competitiveness of the national economy.

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