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OLIY TA’LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

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— Import tovarlariga nisbatan boj va soliqlardan ozod etish nazarda tutilgan ayrim qonunchilik normalari ba’zi TIF subyektlari tomonidan turlicha talqin etilishini oldini olish maqsadida imtiyoz nazarda tutilgan qonunchilik normalarida bojxona to‘lovlari umumiy nomda emas, imtiyoz nazarda tutilgan boj va soliqlarning, shuningdek bojxona yig‘imlarini aniq nomi bilan aks ettirilishi lozim.

ojxona sohasida tadbirkorlarga yaratilayotgan qulayliklar va berilayotgan imtiyozlar tizimi bo‘yicha Xulosa qilib aytganda, yuqoridagilarni inobatga olib, bojxona to‘lovlaridan berilayotgan imtiyozlar bo‘yicha me‘yoriy hujjatlarga o‘zgartirish va qo‘shimchalar kiritish bojxona to‘lovlaridan beriladigan imtiyozlar samaradorligini oshirishga xizmat qilib, bojxona to‘lovlarini yig‘iluvchanligini yanada oshiradi.

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EFFICIENT UTILIZATION OF DIGITALIZATION TO ENHANCE PRODUCTIVITY IN UZBEKISTAN’S ENTERPRISES

O‘ZBEKISTON KORXONALARIDA SAMARADORILIKNI OSHIRISH UCHUN RAQAMLANTIRISHDAN SAMARALI FOYDALANISH

ЭФФЕКТИВНОЕ ИСПОЛЬЗОВАНИЕ ЦИФРОВИЗАЦИИ ДЛЯ ПОВЫШЕНИЯ ПРОИЗВОДИТЕЛЬНОСТИ НА ПРЕДПРИЯТИЯХ УЗБЕКИСТАНА

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Abstract

This article explores the role of digitalization as a key driver of labor productivity growth in Uzbekistan’s enterprises. It analyzes the current state of the country’s digital transformation, identifies major challenges, and highlights potential benefits. Special attention is given to the practical implementation of digital technologies such as CRM, ERP systems, the Industrial Internet of Things (IIoT), and big data analytics in the real sector of the economy. Strategic directions and recommendations are proposed for enterprises to effectively integrate digital solutions aimed at boosting competitiveness and accessing new markets.

Keywords: digitalization, labor productivity, Industrial Internet of Things (IIoT), big data, CRM, ERP, digital transformation, competitiveness, efficiency, automation.

Ushbu maqolada O‘zbekiston korxonalarida unumdorlik o‘shirishining asosiy omili sifatida raqamlashtirishning roli o‘rganiladi. Unda mamlakatdagi raqamli transformatsiyaning hozirgi holati tahlil qilinadi, asosiy muammolar aniqlanadi va potentsial foydalar ta’kidlanadi. Iqtisodiyotning real sektorida CRM, ERP tizimlari, Sanoat buyumlari interneti (IIoT) va katta ma’lumotlar tahlili kabi raqamli texnologiyalarni amaliy qo‘llashga alohida e’tibor qaratiladi. Raqobatbardoshlikni oshirish va yangi bozorlarga chiqishga qaratilgan raqamli yechimlarni samarali integratsiyalash bo‘yicha korxonalar uchun strategik yo‘nalishlar va tavsiyalar taklif etiladi.

Kalit so‘zlar: raqamlashtirish, mehnat unumdorligi, Sanoat buyumlari interneti (IIoT), katta ma’lumotlar, CRM, ERP, raqamli transformatsiya, raqobatbardoshlik, samaradorlik, avtomatlashtirish.

В данной статье рассматривается роль цифровизации как ключевого фактора роста производительности труда на предприятиях Узбекистана. Анализируется текущее состояние цифровой трансформации в стране, выявляются основные проблемы и отмечаются потенциальные преимущества. Особое внимание уделяется практическому внедрению цифровых технологий, таких как CRM, ERP-системы, промышленный интернет вещей (IIoT) и аналитика больших данных, в реальном секторе экономики. Предлагаются стратегические направления и рекомендации для предприятий по эффективной интеграции цифровых решений, направленных на повышение конкурентоспособности и выход на новые рынки.

Ключевые слова: цифровизация, производительность труда, промышленный интернет вещей (IIoT), большие данные, CRM, ERP, цифровая трансформация, конкурентоспособность, эффективность, автоматизация.

The modern global economy is marked by the rapid advancement of digital technologies, fundamentally reshaping traditional business processes and management models. As noted by renowned digital economy researcher Andrew McAfee, we live in an era of “machines, platforms, and crowds,” where digital assets have become a core factor of production [1]. Digitalization is no longer optional—it is a prerequisite for survival and sustainable development in a highly competitive environment. For Uzbekistan, which is undergoing active economic reforms and industrial modernization, the effective use of digital tools is among the most pressing priorities.

Improving labor productivity is a central challenge for domestic enterprises. Productivity growth directly affects production costs, product quality, and ultimately competitiveness in both domestic and international markets. In this context, digitalization offers a comprehensive toolkit for optimizing every link in the value chain—from raw material procurement and production management to logistics and sales.

The purpose of this article is to examine the pathways and methods for effectively implementing digital technologies in Uzbek enterprises to significantly enhance productivity. It also aims to identify existing barriers and propose solutions, drawing on expert opinions and academic research in the field.

The relevance of digitalization for productivity enhancement in Uzbekistan is driven by several key factors:

1. **National Development Strategy.** In recent years, the government of Uzbekistan has launched large-scale programs aimed at digital transformation of the economy. Key policy documents include the “Digital Uzbekistan 2030” Strategy and the Presidential Decree “On Measures for Further Digitalization of Public Administration, Economic Sectors, and the Social Sphere.” These initiatives provide strong administrative and infrastructural momentum that enterprises must leverage effectively. Scholars from Tashkent State University of Economics, notably Prof. H.H. Ismailov, emphasize that the success of these programs depends on their adaptation at the micro level—within individual enterprises [2].

2. **Need for Enhanced Competitiveness.** Uzbekistan’s accession to the WTO and deeper integration into the global economy require domestic producers to meet international standards of quality and efficiency. Enterprises that continue to operate using outdated, non-automated systems

risk losing in the competitive race. Russian economist A.Yu. Yudanov notes that in today’s environment, technological leadership is a decisive factor in gaining competitive advantage [3].

3. **Untapped Internal Growth Reserves.** Many enterprises, especially in manufacturing, agriculture, and textiles, still possess significant potential for optimization. Manual labor, weak interdepartmental coordination, and lack of systematic data analysis lead to losses, downtime, and high-cost production. Digitalization can unlock these internal reserves. Research by Sh.T. Karimov and colleagues from Uzbekistan’s National Research University shows that automating even basic accounting operations in small enterprises can free up to 20% of employee working time [4].

4. **Shortage of Skilled Labor and Migration.** Digital technologies can partially offset the effects of labor migration. As Klaus Schwab, founder of the World Economic Forum, notes in his book *The Fourth Industrial Revolution*, automation and digitalization are transforming the nature of work—shifting the focus from physical execution to managing and controlling complex systems [5].

5. **Technology Accessibility.** Today, even small and medium-sized businesses have access to cloud-based solutions (SaaS) that do not require large upfront investments in IT infrastructure. This enables gradual, modular implementation of digital tools.

Thus, effective digitalization is not just a technical upgrade, but a strategic imperative for Uzbek enterprises, determining their long-term sustainability and success. In the context of globalization and Uzbekistan's accession to the WTO, competition is intensifying not only internationally but also domestically. Companies that implement digital technologies to analyze data, automate processes, and access new markets through digital channels gain a decisive advantage in speed, service quality, and cost effectiveness.

Thus, effective digitalization is not merely a technical upgrade—it is a strategic imperative for Uzbek enterprises, determining their long-term resilience and success.

In Uzbekistan’s real sector, the most impactful areas of digital transformation include:

1. **Implementation of ERP and CRM Systems.** ERP systems integrate all business processes into a unified information space, eliminating “information gaps” between departments and automating accounting and planning. Classic works by T. Davenport on business process reengineering demonstrate that integration—not just automation of isolated functions—yields the greatest productivity gains [6].

CRM systems automate customer relationship management. According to studies cited by Prof. B. Mirzaev, CRM implementation in Uzbek service companies increased customer loyalty by 15–20% through personalized engagement [7].



Figure 1. Strategic framework for Digital transformation in Uzbekistan

2. **Use of IIoT and Big Data Analytics.** Installing sensors on equipment enables real-time monitoring of operational status. German scholar H. Kagermann, in his “Industry 4.0” model, identifies cyber-physical systems as the foundation for creating “smart factories,” where physical processes are mirrored in virtual environments for optimal decision-making [8].

Big data analytics reveals hidden patterns. V. Mayer-Schönberger and K. Cukier, in their book *Big Data*, argue that the ability to analyze massive datasets shifts decision-making from hypothesis-driven to data-driven paradigms [9].

3. Automation and Robotics in Production. Deploying industrial robots is especially relevant for sectors with high volumes of repetitive tasks. This not only increases speed and precision but also frees up human resources.

4. Digital Platforms and E-Commerce. Developing proprietary online platforms allows enterprises to access new markets. Researcher J. Parker, in *Platform Revolution*, illustrates how platform-based business models disrupt traditional value chains [10].

As a final conclusion on the above points, it can be said that digitalization serves as a powerful catalyst for a qualitative leap in productivity across Uzbekistan’s enterprises. However, its success depends on a holistic approach—encompassing not only technology acquisition but also leadership mindset transformation, investment in employee digital literacy, cybersecurity development, and business process adaptation to new capabilities.

The state’s key role lies in further developing digital infrastructure and creating favorable regulatory and fiscal conditions to encourage technological investment.

The development of a competitive digital economy in Uzbekistan requires more than simply adapting to global trends—it calls for the creation of a distinct national model built on synergy between the state, business, and educational institutions. Supported by academic research in digital economics, this tripartite collaboration has the potential to drive sustainable productivity growth and technological renewal across the real sector.

The state must act as the architect of the digital ecosystem, formulating long-term strategies such as “Digital Uzbekistan 2030” and adapting the legal framework to meet the demands of the digital environment. This includes advancing regulatory mechanisms for e-commerce, ensuring data protection, and introducing “regulatory sandboxes” to test innovative solutions. At the same time, infrastructure development is essential—expanding broadband internet access, building data centers, and digitizing public services to reduce administrative barriers and stimulate business activity.

Educational and scientific institutions play a critical role in preparing talent and generating knowledge. Academic programs must be modernized to emphasize interdisciplinary approaches that combine IT competencies—such as programming and data analysis—with sector-specific disciplines like digital marketing, agrotechnology, and financial technologies. Research institutions, in collaboration with industry, should focus on applied research: analyzing sectoral data, developing AI algorithms tailored to local markets, and assessing the socio-economic impact of digitalization.

It is precisely at the intersection of strategic governance, entrepreneurial initiative, and scientific potential that Uzbekistan’s unique digital economy model will emerge. This model will reflect national characteristics, leverage competitive advantages—such as those in agribusiness and green energy—and enable not just catch-up development, but the creation of original growth points within the global digital landscape.

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