

OPTIMIZATION OF LOGISTICS IN ENTERPRISES OF THE REPUBLIC OF UZBEKISTAN: EFFECTIVE APPROACHES TO SUPPLY CHAIN MANAGEMENT

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Annotation

The research is devoted to the study and analysis of logistics optimization in enterprises of the Republic of Uzbekistan. The main attention is paid to the development of effective approaches to logistics chain management to improve the efficiency and competitiveness of enterprises. The study examines key aspects of logistics, such as the organization of warehousing, transportation, inventory management, and information technology. The study is based on the analysis of the current state of logistics processes in Uzbek enterprises and the identification of bottlenecks in the logistics chain.

Keywords: Efficiency, logistics processes, logistics chains, competitiveness, enterprises.

Annotatsiya

Tadqiqot O‘zbekiston Respublikasi korxonalarida logistikani optimallashtirishni o‘rganish va tahlil qilishga bag‘ishlangan. Korxonalar samaradorligi va raqobatbardoshligini oshirish uchun logistika zanjirlarini boshqarishning samarali yondashuvlarini ishlab chiqishga asosiy e‘tibor qaratilmoqda. Tadqiqot logistikaning asosiy jihatlarini, masalan, omborxonani tashkil etish, tashish, inventarizatsiyani boshqarish va axborot texnologiyalarini o‘rganadi. Tadqiqot O‘zbekiston korxonalaridagi logistika jarayonlarining hozirgi holatini tahlil qilish va logistika zanjiridagi to‘siqlarni aniqlashga asoslangan.

Kalit so‘zlar: Samaradorlik, logistika jarayonlari, logistika zanjirlari, raqobatbardoshlik, korxonalar.

Аннотация

Исследование посвящено изучению и анализу оптимизации логистики на предприятиях Республики Узбекистан. Основное внимание уделено разработке эффективных подходов к управлению логистическими цепями для повышения

эффективности и конкурентоспособности предприятий. В исследовании рассматриваются ключевые аспекты логистики, такие как организация складирования, транспортировки, управления запасами и информационные технологии. Исследование основано на анализе текущего состояния логистических процессов на узбекских предприятиях и выявлении узких мест в логистической цепи.

Ключевые слова: Эффективность, логистические процессы, логистические цепи, конкурентоспособность, предприятия.

INTRODUCTION

The concept of economic and social development of the Republic of Uzbekistan emphasizes strategic priorities related to the advancement of logistics infrastructure. Significant efforts are being undertaken to enhance logistics systems, construct new facilities, integrate modern technologies, and optimize logistics processes. Effective supply chain management has emerged as an essential component in achieving accelerated economic growth. Structural transformations in logistics, modernization of production processes, and increased investment activity are among the key objectives to boost efficiency and competitiveness in Uzbekistan's logistics sector.

In the context of rapid global economic development and swift market dynamics, Uzbekistan faces the pressing need to enhance and optimize enterprise logistics systems. Rapid technological advancements, evolving consumer demands, and the expansion of international trade necessitate the adoption of more flexible, efficient, and adaptive logistics strategies. Such strategies are crucial for maintaining and strengthening the competitiveness of enterprises in the global market.

The objective of this study is to analyze current trends in supply chain management within enterprises in the Republic of Uzbekistan and propose effective approaches to optimizing logistics processes, taking into account regional specifics and modern market demands.

The main tasks of the research include:

- Conducting an analysis of the current state of logistics systems in Uzbek enterprises, incorporating global best practices.
- Developing strategies and recommendations to optimize logistics processes for enhancing the efficiency and competitiveness of enterprises in Uzbekistan.

METHODOLOGY

The analysis methods used in logistics research can vary and depend on the specific goals of the study. Here are several typical methods that are commonly applied when analysing logistics systems:

SWOT Analysis [Albert Humphrey. SWOT Analysis, 1960s]¹: This method helps identify the strengths and weaknesses, as well as opportunities and threats, for a logistics system. It aids in determining development strategies and strategically identifies areas of improvement or competitive advantages for a company.

¹ SWOT analysis was invented in the 1960s by a management consultant named Albert Humphrey at the Stanford Research Institute.

ABC Analysis [H.Ford Dickie. ABC analysis, 1950s]¹: This method classifies goods/materials according to their importance for logistics, typically focusing on prioritizing the most crucial items for efficient management.

Inventory Optimization Methods: These include calculations like EOQ (Economic Order Quantity), JIT (Just-in-Time), and other inventory management techniques to optimize inventory levels, ensuring a balance between supply and demand while minimizing costs. Inventory optimization is a strategy that helps businesses maintain the right amount of goods to meet customer demand while minimizing costs and maximizing profitability.²

RESEARCH SUBJECT

Optimization of Domestic Logistics Systems. The research focuses on analyzing and improving logistics infrastructure, transportation and warehousing capabilities, and information logistics. It also examines management methods, including the planning, control, and coordination of logistics processes within supply chain management. Key areas of interest include the assessment of investment potential, opportunities for attracting and effectively utilizing investments in the logistics sector, and the examination of modern technologies and their impact on the development of logistics systems and processes in Uzbekistan. Additionally, the study involves an analysis of legislation and regulatory acts governing logistics activities in the country.

The research topic encompasses a broad spectrum of important issues. As such, there is confidence in the availability of a substantial amount of books, articles, dissertations, and other publications on this subject. A comprehensive literature review will be conducted to determine the extent to which the topic has been studied and to identify areas that remain insufficiently explored.

If it is found that some of these questions have already been addressed in prior research, adjustments will be made to the structure of subsequent chapters. This involves reframing some or all of the research questions to focus on underexplored aspects of the topic.

This approach aligns with the evolving demands of the modern supply chain. Companies must rethink their strategies to address customer expectations, fluctuating demand, economic challenges, and unexpected disruptions. No longer seen as a mere cost center, the supply chain has emerged as a dynamic driver of value creation. Achieving this transformation requires the holistic integration of enterprise functions, empowering organizations to adapt and innovate in response to ever-changing demands.

On the simplification of customs procedures and further improvement of the organizational structure of state customs authorities [No. UP-6310 dated September

¹ H. Ford Dickie, A manager at General Electric, developed the method in the 1950s and applied the results in the field of materials management.

² Amanda McGrath, Alexandra Jonker “What is inventory optimization?”

10, 2021 "On the Simplification of Customs Procedures and Further Improvement of the Organizational Structure of State Customs Authorities"]¹.



Figure 1. How does a connected supply chain drive value?

ANALYSIS AND RESULTS

In accordance with the Decree of the President of the Republic of Uzbekistan dated June 5, 2020, UP-6005 "On the Reform of Customs Administration and Improvement of the Activities of State Customs Authorities of the Republic of Uzbekistan," and with the aim of further enhancing the efficiency of operations through the widespread introduction of advanced digital technologies in simplifying customs procedures:

Approve the proposals of the State Customs Committee for the establishment of uncategorised customs posts for remote electronic declaration within the overall staffing limit of customs authorities.

Establish the procedure according to which: Starting from October 1, 2021:

¹ Decree of the President of the Republic of Uzbekistan No. UP-6310 dated September 10, 2021 "On the Simplification of Customs Procedures and Further Improvement of the Organizational Structure of State Customs Authorities"

Customs posts for remote electronic declaration will carry out remote customs clearance of electronic cargo customs declarations submitted by participants of foreign economic activity (hereinafter referred to as FEA);

The activities of customs posts for FEA in areas where remote electronic declaration posts are established will focus on performing customs control functions;

The organization of activities of remote electronic declaration posts and FEA, as well as border customs posts, will be regulated by the State Customs Committee.

By obtaining data and reviewing literature, the researcher will form their own opinion and conduct the research they intend to undertake based on the data. The prestige of the research is characterized by the degree of its theoretical and practical justification. This requires the researcher to conduct continuous studies on the topic and analyse data until the end of the study. For this reason, a separate chapter is devoted to the literature review in modern research.

In order to achieve the desired effect from the results of our research, it is essential for us to gather sufficient qualitative and quantitative data on the subject of study. We collect these qualitative and quantitative data from both primary and secondary sources. To address the theoretical aspects of the topic of our research, we will need a collection of electronic and printed publications, created by domestic and foreign scholars and researchers. In turn, we will address the topic of our research in a practical context, using the qualitative and quantitative data gathered from logistics company websites and government statistical institutions.

Quality criteria for logistics service is the following criteria: reliability of delivery; total time from order receipt to delivery of the goods batch; delivery flexibility; availability of stock at the supplier's warehouse; the possibility of providing loans. The importance of individual indicators may vary. For instance, in conditions of limited financial resources in Uzbekistan, offering credit holds significant value. Meanwhile, in countries with developed market economies, delivery reliability is considered the most critical indicator.¹

Road freight transport offers a practical example for optimizing logistics in Uzbekistan. As a versatile and cost-effective mode, it plays a vital role in supporting both domestic and cross-border trade. Enhancing this sector through scalable solutions, such as less-than-truckload (LTL) and full-truckload (FTL) services, can address diverse business needs while ensuring reliability and transparency. Additional measures like advanced shipment tracking, cargo insurance, and streamlined customs procedures further strengthen its efficiency.

Strengthening road networks and enhancing connections with neighbouring regions, including Russia and Europe, is crucial for facilitating trade and boosting economic growth. Safe and environmentally sustainable practices, combined with optimized routes, contribute to long-term efficiency while minimizing environmental impact.

¹ A.M. Gadjinsky. Logistics, 15th edition, revised and expanded. Moscow, 2007.

Investing in infrastructure, simplifying customs processes, implementing real-time tracking systems, and adopting eco-friendly initiatives are key steps for advancing Uzbekistan's road freight capabilities. These measures not only optimize logistics but also position Uzbekistan as a competitive hub in the regional supply chain.

CONCLUSIONS AND RECOMMENDATIONS

The optimization of logistics in industrial enterprises of the Republic of Uzbekistan is a crucial component for enhancing efficiency, competitiveness, and overall economic development. The research demonstrates that efficient logistics processes are essential for the successful operation of enterprises, particularly in the context of rapid global economic changes and technological advancements. By analysing current logistics systems in Uzbekistan, the study identifies key areas of improvement, such as warehousing, transportation, inventory management, and the integration of information technologies.

One of the key aspects identified in this study is the importance of integrating global best practices with the unique regional characteristics of Uzbekistan's logistics landscape. The application of SWOT and ABC analyses revealed that while domestic enterprises have the advantage of a growing logistics infrastructure, the lack of alignment between technological innovations and operational capabilities often results in inefficiencies.

Moreover, the results emphasize the necessity of simplifying customs procedures as a means to facilitate smoother cross-border trade. The 2021 decree on the simplification of customs processes is a step in the right direction, but its full potential can only be harnessed through sustained efforts to reduce bureaucratic delays and enhance the transparency of regulatory frameworks.

Finally, the findings point to the transformative potential of adopting advanced technologies such as automation, real-time tracking, and predictive analytics. While these innovations promise to revolutionize logistics systems, their successful implementation requires significant investment in training and infrastructure. The study calls for a collaborative effort between the government and private sector to create a conducive environment for technological adoption, including incentives for innovation and capacity-building initiatives.

In conclusion, this research highlights both the progress made and the challenges that remain in optimizing logistics systems in Uzbekistan. By addressing structural inefficiencies, embracing modern technologies, and aligning strategies with market needs, enterprises can enhance their logistics capabilities and achieve sustained competitiveness in an increasingly dynamic global economy. The insights from this study offer a roadmap for policy-makers and industry stakeholders to drive meaningful change in the logistics sector.

LIST OF LITERATURE:

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