

PECULIARITIES OF STRUCTURING AND REGULATING THE ACTIVITIES OF SMALL ENTERPRISES IN VARIOUS SECTORS OF THE ECONOMY IN THE CONTEXT OF THE MODERN ECONOMIC PARADIGM

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This article provides a detailed analysis of the structural aspects and management practices of small businesses in Uzbekistan, taking into account the current economic realities. The study focuses on the specific characteristics and problems faced by small businesses in different sectors of the national economy. An in-depth analysis of the existing scientific literature and methodologies is made, which contributes to the substantiation of conclusions about the current state and prospects of small business development in the region. The article thoroughly explores the key elements that contribute to the effective operation of small enterprises, as well as strategic directions for their improvement and optimisation of management procedures. The final part highlights the importance of small business for the stabilisation of Uzbekistan's economy and stresses the need to strengthen state support for this sector in order to stimulate its innovative development and expansion.

INTRODUCTION. In the economic system of the Republic of Uzbekistan small business plays a key strategic role, having a significant impact on socio-economic processes in the country. This segment of the economy contributes to the increase in employment, enrichment of market assortment and activation of innovation activity at the local level. Interest in this sphere is conditioned by the dynamics of growth of production indicators of small business, which, according to the latest data of the State Statistics Committee of the Republic of Uzbekistan, increased by 13.9 per cent in 2023, reaching a volume of 176.5

trillion soums. The development of small businesses is particularly high in Tashkent and Fergana regions, emphasising their leading position in driving the region's economic progress. At the same time, Khorezm and Surkhandarya regions register minimal activity rates, which may be due to limited access to resources and insufficient infrastructure support [1].

Nevertheless, small businesses face many challenges, among which financial constraints and administrative barriers are the main obstacles to development. Lack of qualified personnel, problems in the spheres of management and marketing, as well as limited access to modern technologies significantly complicate the integration of small enterprises into global value chains. Effectively overcoming these problems requires a comprehensive approach, including both government support through appropriate programmes and initiatives and the promotion of private investment in the sector. It is especially important to develop regionally oriented strategies that take into account the specifics and needs of each region, in particular, in the aspects of technological renewal and improvement of managerial competence [2].

In the context of global economic challenges and sustainable development goals, small business in Uzbekistan is a valuable resource for the implementation of national economic and social strategies. Activation of support for this sector should become a priority of the country's economic policy, contributing not only to economic growth, but also to social stability, improving the quality of life of citizens and accelerating the innovation process [3].

Materials and methods of research. Both national and international experts have been actively involved in exploring issues and identifying potentials for the expansion of small businesses in Uzbekistan. Key studies by domestic scholars, including A.V. Vakhobov, Sh.H. Khazhibakiev and N.G. Muminov, have analysed the main difficulties faced by small businesses and developed recommendations to address them [4]. In parallel, international experts such as A. Akhmedov, O. Azimov and B. Murtazayev have analysed the main difficulties faced by small businesses and developed recommendations for their elimination [4]. Murtazaev, conducted a comparative analysis of successful measures to support small businesses in developed countries, discussing the adaptation of these approaches to improve the business environment in Uzbekistan [5].

To ensure the objectivity and comprehensiveness of the analysis, this study relies on the use of a variety of scientific techniques, including analytical and synthetic methods that contribute to the systematisation and integration of the information obtained, as well as

methods of comparison and generalisation to highlight key trends and specific characteristics. Economic and statistical methods were used to perform quantitative analysis of trends in small business development, which allowed us to formulate reasonable conclusions about the impact of various factors on its efficiency.

The information basis of the study includes official data provided by the State Statistics Committee of the Republic of Uzbekistan, materials of the Chamber of Commerce and Industry of Uzbekistan, as well as modern scientific works published in authoritative scientific publications. This ensures the reliability and validity of the data, contributing to an in-depth analysis of the issues under consideration.

Results and discussion. A study of small business activity in Uzbekistan reveals the prevalence of such forms of organisation as limited liability companies, individual entrepreneurs and family businesses, particularly active in trade, services and industry. These sectors unite the majority of small enterprises, emphasising their key role in the economic structure of the country [6]. Within the organisational forms, the individual entrepreneur status dominates the market with approximately 60% of the market, due to the simplified registration and management procedure in this legal form, despite the risks associated with sustainability and scalability [7].

A sectoral study revealed that small businesses in the trade sector are sensitive to key factors such as strategic location, product mix, pricing and service quality, and face intense competition from large retailers, which requires improved management skills and marketing activity to maintain market positions [8]. In the industrial sector, small firms often face problems with access to finance, modern equipment and skilled workers, which threatens their development and innovation activity, although the prospects for creating import-substitution and export-oriented products remain significant [9]. In the service sector it is important to emphasise the need for a high level of quality and diversity of offers, flexibility in pricing and the potential for innovation, especially with the use of information technology [10]. Small enterprises in the agro-sector experience difficulties with access to resources and markets, which makes the issues of cooperation and application of modern agro-technologies relevant [11].

Management practices in small businesses in Uzbekistan are characterised by a centralised approach and lack of in-depth strategic planning. Limited marketing knowledge constrains their development. Insufficient specialised education among entrepreneurs reduces the effectiveness of managerial decisions [12]. Improving the functioning of small businesses in Uzbekistan will require comprehensive measures at the macro and micro

levels, including legislative support, financial incentives, strengthening of infrastructural support and measures to improve skills and develop cooperative links.

Conclusions. Small business continues to act as a leading engine of socio-economic development in the Republic of Uzbekistan, significantly contributing to the generation of new jobs, diversification of market offerings and intensification of competition. Nevertheless, despite its significant contribution, small business faces a set of problems in organizational and managerial aspects, which hampers its further development and scaling up. The analysis conducted in this study suggests that management mechanisms and organizational structures of small businesses in Uzbekistan vary considerably depending on sectoral specifics, which underlines the importance of taking sectoral specifics into account when developing government support strategies. The prospects for improving conditions for small businesses imply not just adapting support measures, but also applying an individualized approach to different segments of the economy.

In the context of improving the operational efficiency of small businesses, it is crucial to continue deepening and improving the state policy of supporting entrepreneurship. This should include not only improving access to financial resources and simplifying administrative procedures, but also stimulating innovation and the introduction of advanced technologies. In parallel, at the level of enterprises themselves, internal initiatives to optimize business processes and develop competitive strategies should be strengthened, which can be implemented through strategic planning, staff development and strengthening of marketing functions. Based on the generalized data of the study, the need for an integrated approach to supporting small businesses is emphasized, combining both macroeconomic tactics and micro-level innovation initiatives aimed at sustainable development and inclusion of small enterprises in global economic processes.

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