

QO‘QON UNIVERSITETI
HUZURIDAGI ILMIY DARAJALAR BERUVCHI
PhD.03/31.12.2020.1.130.01 RAQAMLI ILMIY KENGASH

QO‘QON UNIVERSITETI

XURSANALIYEV BOBURLIRZO FARHOD O‘G‘LI

**O‘ZBEKISTONDA KICHIK BIZNESNI YIRIK BIZNESGA
TRANSFORMATSIYALASHUVINI TAKOMILLASHTIRISH**

08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti

**IQTISODIYOT FANLARI bo‘yicha falsafa doktori (PhD) dissertatsiyasi
AVTOREFERATI**

**Iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi
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**Contents of dissertation abstract of the doctor of philosophy (PhD) on
economical sciences**

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Dissertatsiya bilan Qo'qon universitetining Axborot-resurs markazida tanishish mumkin (03 raqami bilan ro'yxatga olingan). (Manzil:150701, Qo'qon shahri, Turkistan, 28A. Tel.: (99873) 545-55-55; faks: (99873) 545-55-55).

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KIRISH (falsafa doktori (PhD) dissertatsiyasi annotatsiyasi)

Dissertatsiya mavzusining dolzarbligi va zarurati. Jahon savdosining rivojlanishida kichik biznesning ahamiyati uning innovatsiyalarga, tadbirkorlikka va iqtisodiyotning barqarorligini saqlashdagi moslashuvchanligiga bog'liq bo'lib qolmoqda. Mahalliy bozorlarda unchalik katta ta'sirga ega bo'lmagan kichik korxonalar global miqyosda yirik korporatsiyalarga aylanishi ularning tadbirkorlik potentsiali va dinamikligini ko'rsatmoqda. Bugungi kunda dunyo bo'ylab 400 milliondan ortiq kichik biznes faoliyat olib borayotgan bo'lsa, bu raqam 2030 yilga borib 600 millionga yetishi kutilmoqda¹. Kichik bizneslar jahon savdosining 97 foizida ishtirok etib, umumiy eksportning 30 foizini tashkil etmoqda. Jahon Iqtisodiy Forumi ma'lumotlariga ko'ra², 2023 yilda biznesni tashkil etishdagi eng katta o'sishga erishgan mamlakatlarni Buyuk Britaniya, AQSh, Singapur, Germaniya va Kanada kabi davlatlar tashkil qilmoqda. Kichik biznes va tadbirkorlikni yanada rivojlantirish uchun tahlil qilinishi kerak bo'lgan omillarni aniqlash va to'siqlarni bartaraf etish bugungi kunning muhim vazifalaridan biri sanalmoqda.

Kichik biznesni yirik korxonalariga transformatsiyasi xalqaro savdo va investitsiyalar uchun juda katta ta'sir ko'rsatmoqda. Yangi bozorlarga kirish va dunyo bo'ylab strategik hamkorlikni yo'lga qo'yish orqali bu korxonalar global savdo oqimlarining kengayishiga hissa qo'shadi, iqtisodiy integratsiyani rag'batlantiradi va global bozorda o'zaro bog'liqlikni kuchaytirmoqda. Bu nafaqat samaradorlik va raqobatbardoshlikni oshiradi, balki geosiyosiy hamkorlik va o'zaro manfaat muhitini ham rivojlantirmoqda. Shu bilan bir qatorda ushbu transformatsiya tadbirkorlikning jamiyatdagi o'zgarishlar va taraqqiyotga olib keladigan o'zgartiruvchi kuchining ramzi hisoblanmoqda. Ushbu korxonalar o'sib ulg'aygani sari, ular ijtimoiy harakatchanlikning dvigateliga aylanadi va butun dunyo bo'ylab iqtisodiy imkoniyatlarni yaratmoqda. Ish o'rinlarini yaratish, malaka oshirish yoki jamoatchilikni jalb qilish orqali bu korxonalar yanada inklyuziv va bardoshli jamiyat qurishda muhim rol o'ynamoqda.

Mamlakatimizda ham tadbirkorlik faoliyatini rivojlantirishda xukumat tomonidan dadil qadamlar tashlanib, islohotlar va jonlanish davrini boshlab berdi. Ushbu uyg'onishning boshida iqtisodiy o'sishni, innovatsiyalarni rag'batlantirish va mamlakatning kelajak traektoriyasini shakllantirishda hal qiluvchi rol o'ynashga tayyor bo'lgan rivojlanayotgan kichik biznes sektori yotmoqda. Iqtisodiyotni liberallashtirish va ishbilarmonlik muhitini yaxshilash borasida amalga oshirilayotgan keng ko'lamli islohotlar fonida kichik biznesning yirik korxonalariga aylanishi O'zbekistonni o'zining ulkan taraqqiyot maqsadlari sari olg'a intilishda muhim ahamiyat kasb etmoqda. Xususan, "O'zbekiston – 2030"³ strategiyasining asosiy yo'nalishlaridan biri sifatida milliy iqtisodiyotni jadal rivojlantirish va yuqori o'sish sur'atlarini ta'minlash maqsadida, yalpi ichki mahsulotda sanoat ulushini

¹ Rahman Ali. 2024. Small Business Statistics: Facts, Numbers, and Recommendations 2024. Business Strategy & Growth. Profile tree

² World economic forum - <https://www.weforum.org/publications/annual-report-2023-2024/in-full/our-organization-5f5b6f9aba/>

³ O'zbekiston Respublikasi Prezidentining "O'zbekiston — 2030" strategiyasi to'g'risida"gi 2023-yil 11-sentabrdagi PF-158-son farmoni. <https://lex.uz/ru/docs/-6600413>

oshirishga qaratilgan sanoat siyosatini davom ettirib, sanoat mahsulotlarini ishlab chiqarish hajmini 1,4 baravarga oshirish va sanoatning yetakchi tarmoqlari va iqtisodiyotni yanada liberallashtirish hamda transformatsiya jarayonlarini yakunlash dolzarb vazifalar bo‘lib qolmoqda.

O‘zbekiston Respublikasi Prezidentining 2021-yil 15-sentabrdagi PF-6314-son “Tadbirkorlik subyektlari uchun ma‘muriy va soliq yukini yanada kamaytirish, biznesning qonuniy manfaatlarini himoya qilish tizimini takomillashtirish chora-tadbirlari to‘g‘risida”⁴ farmoni hamda “Kichik biznesni uzluksiz qo‘llab-quvvatlash” kompleks dasturini takomillashtirish chora-tadbirlari to‘g‘risida”gi PQ-4335-sonli qarorlari va mazkur sohaga tegishli boshqa me‘yoriy-huquqiy hujjatlarda belgilangan vazifalarni amalga oshirishda mazkur dissertatsiya tadqiqoti muayyan darajada xizmat qiladi.

Tadqiqotning respublika fan va texnologiyalari rivojlanishining ustuvor yo‘nalishlariga mosligi. Tadqiqot ishi respublika fan va texnologiyalari rivojlanishining “Demokratik va huquqiy jamiyatni ma‘naviy-axloqiy va madaniy rivojlantirish, innovatsion iqtisodiyotni shakllantirish” ustuvor yo‘nalishga muvofiq bajarilgan.

Muammoning o‘rganilganlik darajasi. Kichik biznes korxonalarini faoliyatini yanada rivojlantirish va ularni yirik biznesga transformatsiyalashuvi mexanizmini takomillashtirishning metodologik asoslarini o‘rganishda yevropa olimlardan J.A.Schumpeter, E.H.Schein, R.Flanagan, P.Burns, J.Klasen, S.Burch, D.Ulas, B.A.Krasniqi, V.Saundarajan, D.Storey, J.F.Bolton, D.B.Audretsch, A.N.Berger, C.G.Brush, S.Chatterjee, S.Jankov, L.Lee, S.Rink, K.G.Mills, T.Luukkanen, M.E.Porter, W.W.Powell, A.M.Robb⁵ kabi olimlar tadqiqotlarida o‘z aksini topgan.

⁴ O‘zbekiston Respublikasi Prezidentining “Tadbirkorlik subyektlari uchun ma‘muriy va soliq yukini yanada kamaytirish, biznesning qonuniy manfaatlarini himoya qilish tizimini takomillashtirish chora-tadbirlari to‘g‘risida” gi PF-6314-sonli farmoni. <https://lex.uz/docs/-5635417>

⁵ Schumpeter, J.A., (1934), *The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest and the Business Cycle*, translated from the German by Redvers Opie, New Brunswick (U.S.A) and London (U.K.): Transaction Publishers.; Schein, E.H. (2009). *Helping: How to offer, give, and receive help*. San Francisco: Berrett - Koehler Publishers.; Mandviwalla, M., & Flanagan, R. (2021). Small business digital transformation in the context of the pandemic. *European Journal of Information Systems*, 30(4), 359-375.; 4.3.; Burns, P. (2022). *Entrepreneurship and small business*. Bloomsbury Publishing.; 4.5.; Klasen, J. (2019). *Business Transformation*. SpringerGabler, Wiesbaden.; Burch, S., Andrachuk, M., Carey, D., Frantzeskaki, N., Schroeder, H., Mischkowski, N., & Loorbach, D. (2016). Governing and accelerating transformative entrepreneurship: exploring the potential for small business innovation on urban sustainability transitions. *Current opinion in environmental sustainability*, 22, 26-32.; Ulas, D. (2019). Digital transformation process and SMEs. *Procedia computer science*, 158, 662-671.; Krasniqi, B. A., & Desai, S. (2016). Institutional drivers of high-growth firms: country-level evidence from 26 transition economies. *Small Business Economics*, 47(4), 1075-1094.; Soundararajan, V., Jamali, D., & Spence, L. J. (2018). Small business social responsibility: A critical multilevel review, synthesis and research agenda. *International Journal of Management Reviews*, 20(4), 934-956.; Storey, D. J. (2016). *Understanding the small business sector*. Routledge.; Bolton, J. F (1971). *Report of the Committee of Inquiry on small firms*. Bolton report Cmnd. 4811. London: HMSO.; Audretsch, D. B. (2002). The dynamic role of small firms: Evidence from the US. *Small Business Economics*, 18(1-3), 13-40.; Berger, A. N., & Udell, G. F. (1998). The economics of small business finance: The roles of private equity and debt markets in the financial growth cycle. *Journal of Banking & Finance*, 22(6-8), 613-673.; Brush, C. G., Greene, P. G., & Hart, M. M. (2001). From initial idea to unique advantage: The entrepreneurial challenge of constructing a resource base. *Academy of Management Perspectives*, 15(1), 64-78.; Chatterjee, S., & Kar, A. K. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, 50, 135-149.; Li, L., Su, F., Zhang, W., & Mao, J. Y. (2018). Digital transformation by SME entrepreneurs: A capability perspective. *Information Systems Journal*, 28(6), 1129-1157.; Rink, S. (2024). Sustainable small business lending. *Sustainable Futures*, 8, 100292.; Mills, K. G., & McCarthy, B. Y. (2014). *The State of Small Business Lending: Credit Access During the Recovery and How Technology May Change the Game*. Harvard Business School. Laukkanen, T., Tuominen, S., Reijonen, H., & Hirvonen, S. (2016).

Kichik biznes va xususiy tadbirkorlikni rivojlantirish hamda yirik biznesga transformatsiya jarayonini yanada takomillashtirish muammolari va ularni bartaraf etish chora-tadbirlari MDH davlatlaridan E.I.Karpova, L.I.Chubraeva, L.I.Nivorojkina, Z.A.Morozova, V.V.Ivanov, G.L.Bagiev, Y.Panfileva, S.E.Shepelev, V.Marachov, V.S.Proxorovski va L.N.Chaynikova, I.Khoma, Y.R.Khayrullina⁶larning tadqiqotlarida ko‘rish mumkin.

Kichik biznes va xususiy tadbirkorlikni rivojlantirish, sohaning samaradorlik ko‘rsatkichlari, uning nazariy va amaliy muammolarini o‘rganish asosida kichik biznes va xususiy tadbirkorlikda rivojlantirish orqali yiriklashtirish mexanizmlarini takomillashtirish bo‘yicha mahalliy olimlarimizdan akademik S.S.G‘ulomov, A.Sh.Bekmurodov, B.Berkinov, M.S.Qosimova, A.N.Samadov, K.Muftaydinov, X.Aybeshov, Y.Abdullaev, D.X.Suyunov, J.Donaboyev, R.H.Ergashev, I.Y.Umarov, R.A.Rashidov⁷ va boshqalarning ilmiy ishlarida ko‘rish mumkin.

Dissertatsiya tadqiqotining dissertatsiya bajarilgan oliy ta‘lim yoki ilmiy-tadqiqot muassasasining ilmiy-tadqiqot ishlari rejalari bilan bog‘liqligi. Qo‘qon universitetining ilmiy- tadqiqot ishlari rejasiga mos keladi.

Tadqiqotning maqsadi O‘zbekistonda kichik biznes subyektlari faoliyatini yirik biznesga transformatsiya jarayonlarining mexanizmlarini takomillashtirishga oid ilmiy-amaliy taklif hamda tavsiyalar ishlab chiqishdan iborat.

Tadqiqotning vazifalari:

biznes hajmini baholashning ilmiy-uslubiy mezonlarining nazariy asoslarini o‘rganish;

Does market orientation pay off without brand orientation? A study of small business entrepreneurs. *Journal of Marketing Management*, 32(7-8), 673-694.; Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press.; Powell, W. W., & Grodal, S. (2005). Networks of innovators. In J. Fagerberg, D. C. Mowery, & R. R. Nelson (Eds.), *The Oxford Handbook of Innovation* (pp. 56-85). Oxford: Oxford University Press.; Robb, A. M., & Robinson, D. T. (2014). The capital structure decisions of new firms. *Review of Financial Studies*, 27(1), 153-179.

⁶ Karpova EI. (1999). Analysis of foreign experience in supporting small business / EI Karpova, LI Chubareva: [http:// www.nbu.gov.ua](http://www.nbu.gov.ua); Ниворожкина Л.И. Основы статистики с элементами теории вероятностей для экономистов / Л.И.Ниворожкина, З.А.Морозова и др. – Ростов н/Д: Феникс, 320 с.; Иванов, В. В., & Убушаева, Б. Г. (2020). Современные структурные проблемы развития малого и среднего предпринимательства в России в условиях трансформации глобальной экономики и пути их решения. *Муниципальная академия*, (3), 35-42.; Bagiev G.L. (2016). *Organization of entrepreneurial activity: textbook* / Bagiev G.L., Asaul A.N. - St. Petersburg.: Publishing.; Панфилова, Е. А., & Комарова, С. Н. (2020). Формы поддержки субъектов малого и среднего предпринимательства в условиях цифровой трансформации. *Естественно-гуманитарные исследования*, (3 (29)), 282-289.

⁷ Гуломов С.С. Тadbirkorlik va kichik biznes. – Т.: 1998.; Бекмуродов А.Ш., Сагторов С., Тўраев Ж., Солиев К., Рўзиев С. Ўзбекистон иктисодиётини либераллаштириш йилларида. Кичик бизнес ва тadbirkorlik ривож- давр талаби. -Т.: ТДИУ, 2005.-173 б.; Беркинов Б., Айнакулов М.А. Кичик тadbirkorlik корхоналарининг йирик корхоналар билан ишлаб чиқариш кооперацияси. *Жиззах.*: ЖДУ, 2004.-192 б.; Қосимова М.С., Самадов А.Н., Мухитдинова У.С. Кичик бизнес ва тadbirkorlik.Ўқув қўлланма. -Т.: Ўзбекистон ёзувчилар уюшмаси адабиёт жамғармаси нашриёти, 2005.-191 б.; К.Муфтайдинов, Х. Айбешов «Кичик бизнесни бошқариш» 2003 й 6-7 б.; Абдуллаев Ё., Каримов Ф. Кичик бизнес ва тadbirkorlik. - Т.: Меҳнат. 2011 й.; Суюнов Д.Х. Кичик бизнес субъектларида бошқарувни ташкил қилиш ва унинг самарадорлигини ошириш йўналишлари.икт.фан.ном.дис.автореф. Тошкент: 2004.-21 б.; Umarov Ikhomjan Yuldashevich, Rakhmanov Mukhammadeldor.(2021) The impact of digital economy on the development of small business and private entrepreneurship // *EESJ*. 2021. №2-3 (66).; R. H. Ergashev, D. B. Taylakova. Economic mechanism of state support of small business and private entrepreneurship in Uzbekistan. *National Academy of Sciences of Ukraine*. Vol. 2019, Iss: 4, pp 124-132.; Rashidov, Rahmatullo, A'lojonovich. (2023). The need for government regulation of small business. *International Journal Of Management And Economics Fundamental*, 03(01):13-20. doi: 10.37547/ijmef/volume03issue01-02.; D.Khamdamova, 2021. O‘zbekistonda innovatsion tadbirkorlikni rivojlantirish. *Center Science and Practice*. Vol. 7, Iss: 3, pp 218-227.; J.Donaboyev, 2023. O‘zbekistonda biznes raqobat muhitini yaratish muammolari. *Economics and education*.

biznes yuritishning me'yoriy-huquqiy asoslarini tadqiq etish;
kichik biznesni yirik biznesga transformatsiyalashuvining xorijiy tajribalarini yoritish;

kichik va yirik biznesning iqtisodiyotga ta'sirini tahlil qilish;
kichik biznesni yirik biznesga transformatsiyalashuvining amaliy ifodasini asoslash;

kichik biznesni yiriklashtirishning mavjud muammolari hamda yechimlarini tadqiq etish asosida takomillashtirish yo'llarini bayon etish;

kichik va yirik biznesni xalqaro bozordagi mavjud tendensiyalarini tahlil qilish asosida prognoz ko'rsatkichlarini ishlab chiqish;

kichik biznesni yirik biznesga transformatsiyasini rivojlantirishning usul va vositalarini takomillashtirish bo'yicha takliflar tayyorlash.

Tadqiqotning ob'ekti sifatida Farg'ona viloyatida faoliyat ko'rsatayotgan kichik biznes bilan shug'ullanadigan tashkilotlar hisoblanadi. **Tadqiqotning predmetini** kichik biznes subyektlarini yirik biznesga transformatsiyalashuv mexanizmini takomillashtirishda yuzaga keladigan iqtisodiy munosabatlarni tashkil etadi.

Tadqiqotning usullari. Dissertatsiyada ilmiy abstraktsiya, tahlil va sintez, abstrakt-mantiqiy modellashtirish, tizimli tahlil, statistik guruhlash, iqtisodiy-statistik tahlil, korrelatsion, regression tahlil usullaridan foydalanilgan.

Tadqiqotning ilmiy yangiligi quyidagilardan iborat:

moliyaviy manbaalarni jalb qilish va tadbirkorlikda sherikchilik munosabatlarini tartibga solish maqsadida kichik biznes subyektlarining rivojlanishi natijasida yirik biznesga aylanishi uchun qimmatli qog'ozlar bozoriga kirishda soddalashtirilgan Mikro IPO dasturi taklifi asoslangan;

"Tadbirkorlik ekotizim modeli"ni moliyaviy, madaniy va inson kapitali salohiyatining institutsional tuzilmasi uchligini joriy qilish orqali kichik biznesning yirik korxonalariga aylanishi imkoniyati taklif etilgan;

kichik biznes subyektlarini barqaror rivojlanishi va bozor munosabatlariga tez moslashishini ta'minlovchi atributlar (tadqiqot, innovatsiya, optimizatsiya, moliyaviy boshqaruv) o'rtasidagi o'zaro bog'liqlik asosida kichik bizneslarning yirik biznesga aylantirish orqali ularning raqobatbardoshligini oshirish modeli ishlab chiqilgan;

kichik biznes subyektlarining barqaror va samarali rivojlanishini ta'minlash asosida ishlab chiqarish hajmining 2028 yilga qadar prognoz ko'rsatkichlari ishlab chiqilgan.

Tadqiqotning amaliy natijalari quyidagilardan iborat:

kichik biznes subyektlarining yirik biznesga aylanishini qo'llab-quvvatlash moliyaviy manbalarni samarali jalb qilish va sherikchilik munosabatlarini tartibga solish mexanizmi takomillashtirish taklifi berilgan;

moliyaviy, madaniy va inson kapitali salohiyatining institutsional tuzilmasi asosida kichik biznes subyektlarining barqaror rivojlanishi va samaradorligini oshirishga qaratilgan model ishlab chiqilgan;

tadqiqot, innovatsiya, optimizatsiya va moliyaviy boshqaruv kabi asosiy atributlar o'rtasidagi o'zaro bog'liqlik asosida kichik biznes subyektlarining barqaror rivojlanishini va bozor talablariga tez moslashishini ta'minlaydigan raqobatbardoshlik mexanizmlari takomillashtirilgan;

kichik bizneslarning samarali rivojlanishi natijasida ishlab chiqarish hajmining 2028 yilgacha prognoz ko'rsatkichlarini aniqlash orqali iqtisodiy o'sishning istiqbollari belgilab berilgan.

Tadqiqot natijalarining ishonchligi. Tadqiqot natijalarining ishonchligi, qo'llanilgan yondashuvlar va usullarning maqsadga muvofiqligi, ma'lumotlarning rasmiy manbalardan, jumladan, O'zbekiston Respublikasi Davlat Statistika agentligi, shuningdek, Farg'ona viloyati soliq boshqarmalarining statistik ma'lumotlaridan olingani hamda taklif etilgan xulosa va tavsiyalarning vakolatli tashkilotlar tomonidan amaliyotga joriy qilinganligi bilan belgilanadi.

Tadqiqot natijalarining ilmiy va amaliy ahamiyati. Tadqiqot natijalarining ilmiy ahamiyati dissertatsiyada ilgari surilgan kichik biznes sub'ektlari faoliyatida samarali boshqarishning nazariy asoslari mukammal darajada o'rganish, kichik biznes sub'ektlari faoliyatini takomillashtirishning metodologik asoslarini o'rganish orqali kichik biznes va xususiy tadbirkorlik subyektlari faoliyatida mavjud resurslardan samarali foydalanishni tashkil etishga qaratilgan, kelgusidagi maxsus ilmiy tadqiqot ishlarida foydalanish mumkinligi bilan belgilanadi. Tadqiqot natijalarining amaliy ahamiyati xulosa va takliflardan O'zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasi Sanoat, qurilish va savdo masalalari qo'mitasi tomonidan kichik biznes subyektlarini rivojlantirishning maqsadli dasturlarini ishlab chiqishda hamda oliy ta'lim muassasalari uchun o'quv adabiyotlarini, jumladan "Kichik biznes va tadbirkorlik", "Sanoat iqtisodiyoti", "Makroiqtisodiyot", "Mikroiqtisodiyot" fanlari bo'yicha o'quv adabiyotlarini takomillashtirishda foydalanish mumkinligi bilan izohlanadi.

Tadqiqot natijalarining joriy qilinishi. Kichik biznesni yirik biznesga transformatsiyalashuvini takomillashtirish bo'yicha olingan ilmiy natijalar asosida:

- Mikro IPO dasturi taklifi orqali kichik korxonalar moliyaviy manbaalarni kengaytirish yirik biznesga aylanishi va tadbirkorlikda sherikchilik munosabatlarini tartibga solish maqsadida qimmatli qog'ozlar bozoriga kirish taklifidan O'zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasi Sanoat, qurilish va savdo masalalari qo'mitasi (04/7-10-74 sonli ma'lumotnomasi) faoliyatida foydalanilgan;

- "Tadbirkorlik ekotizim modeli"ni moliyaviy, madaniy va inson kapitali salohiyatining institutsional tuzilmasi uchligini joriy qilish orqali kichik biznesning yirik korxonalarga aylanishi imkoniyati taklifidan O'zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasi Sanoat, qurilish va savdo masalalari qo'mitasi (04/7-10-74 sonli ma'lumotnomasi) faoliyatida foydalanilgan. Mazkur taklif asosida Farg'ona viloyatida faoliyat yuritayotgan "Global Asia Standart" MCHJ ("Global Asia Standart" MCHJning 2024 yil 12 sentabrdagi № 09/24-812-sonli ma'lumotnomasi) hamda "Beknur invest impeks" MCHJlar daromadliligi 2023 yilda 2022 yilga nisbatan 3,2% va 18% o'sishni qayd etdi;

- kichik biznes subyektlarini barqaror rivojlanishi va bozor munosabatlariga tez moslashishini ta'minlovchi atributlar (tadqiqot, innovatsiya, optimizatsiya, moliyaviy boshqaruv) o'rtasidagi o'zaro bog'liqlik asosida kichik bizneslarning yirik biznesga aylantirish orqali ularning raqobatbardoshligini oshirish modeli taklifidan O'zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasi Sanoat, qurilish va savdo masalalari qo'mitasi (04/7-10-74 sonli ma'lumotnomasi) faoliyatida foydalanilgan;

- kichik biznes subyektlarining barqaror va samarali rivojlanishini ta'minlash asosida ishlab chiqarish hajmining 2028 yilga qadar prognoz ko'rsatkichlaridan O'zbekiston Respublikasi Oliy Majlisi Qonunchilik palatasi Sanoat, qurilish va savdo masalalari qo'mitasi (04/7-10-74 sonli ma'lumotnomasi) faoliyatida foydalanilgan.

Tadqiqot natijalarining aprobatsiyasi. Dissertatsiyada ishlab chiqilgan ilmiy taklif va amaliy tavsiyalar 3 ta xalqaro, 2 ta respublika ilmiy-amaliy anjumanlarida muhokamadan o'tgan.

Tadqiqot natijalarining e'lon qilinganligi. Dissertatsiya ishi mavzusi bo'yicha jami 16 ta ilmiy ish, jumladan O'zbekiston Respublikasi Oliy attestatsiya komissiyasining doktorlik dissertatsiyalari asosiy ilmiy natijalarini chop etishga tavsiya etilgan ilmiy nashrlarda ta'limiy maqola, shundan, 2 ta respublika va 2 ta xorijiy va 1 ta Scopus bazasida indekslanuvchi konferensiyada chop etilgan.

Dissertatsiyaning tuzilishi va hajmi. Dissertatsiya tarkibi kirish, uchta bob, xulosa, foydalanilgan adabiyotlar ro'yhati va ilovalardan iborat. Ishning umumiy hajmi 149 betni tashkil etadi.

DISSERTATSIYANING ASOSIY MAZMUNI

Kirish qismida dissertatsiya mavzusining dolzarbligi va zarurati asoslangan, tadqiqotning maqsadi va asosiy vazifalari, ob'ekti va predmeti tavsiflangan, respublika fan va texnologiyalari rivojlanishining ustuvor yo'nalishlariga bog'liqligi ko'rsatilgan, tadqiqotning ilmiy yangiligi va amaliy natijalari bayon qilingan, olingan natijalarning amaliyotga joriy qilinishi, nashr etilgan ishlar va dissertatsiya tarkibiy tuzilishi bo'yicha ma'lumotlar keltirilgan.

Dissertatsiyaning **“Kichik biznesni yirik biznesga transformatsiyalashuvining nazariy-uslubiy asoslari”** deb nomlangan birinchi bobida tadbirkorlik faoliyatlariga baho berishdagi mavjud tendensiyalar va xorijiy tajribalar o'rganilib, mamlakatimizda biznesga baho berishning metodologiyasi tahlil qilingan.

Avvalo, kichik korxonalarni rivojlantirish uchun hukumat tomonidan moliyaviy va huquqiy yordam ko'rsatish hamda soliq to'lovlari miqdorini adolatli belgilash zaruriyati ta'kidlangan. Bu kichik tadbirkorlik subyektlarining iqtisodiy barqarorligini ta'minlash va ularning yirik biznesga aylanishi uchun zamin yaratadi.

Shuningdek, iste'molchilarning barqaror va ishonchli firmalarning tovar hamda xizmatlaridan foydalanishga bo'lgan ehtiyoji alohida qayd etilgan. Barqaror bo'lmagan kichik kompaniyalardan ko'ra, mustahkam asosga ega korxonalar bilan hamkorlik qilish iste'molchilarning xohish-istaklariga mos keladi.

Hodimlar nuqtai nazaridan esa, biznes hajmining o'sishi ularning daromadlari oshishiga va yangi lavozim imkoniyatlarining yaratilishiga olib kelishi muhim ahamiyatga ega ekani ko'rsatib o'tilgan.

Bundan tashqari, mahalliy hamjamiyat uchun biznes hajmini aniqlash va kelajakda ish o'rinlari yaratish imkoniyatlarini bilish muhimligi ta'kidlangan. Bugungi kunda biznes hajmini baholash nafaqat tadbirkorlar, balki jamiyatning iqtisodiy rivojlanishida muhim o'rin tutishi zarur shartlardan biri sifatida e'tirof etilgan.

Ushbu ilmiy-amaliy yondashuvlar dissertatsiya tadqiqotining dolzarbligini oshiradi va kichik biznesni yirik biznesga aylantirish jarayonida samarali chora-tadbirlar ishlab chiqish uchun mustahkam nazariy asos bo‘lib xizmat qiladi. O‘zbekiston Respublikasi Prezidentining 2023 yil 2 fevraldagi PF-21- sonli “Tadbirkorlik subyektlarini toifalarga ajratish mezonlari hamda soliq siyosati va soliq ma’muriyatchiligini yanada takomillashtirish chora-tadbirlari to‘g‘risida”⁸gi farmoniga muvofiq tadbirkorlik subyektlari asosiy uch toifaga ajratildi.

Unga ko‘ra, kichik tadbirkorlik subyektlariga yakka tartibdagi tadbirkorlar, shuningdek, mikrofirmalar va kichik korxonalar kiradi. Mikrofirmalar deganda, ta’rischilari faqat jismoniy shaxslar bo‘lgan hamda kalendar yil davomida jami daromadi 1 milliard so‘mgacha bo‘lgan tadbirkorlik subyektlari tushuniladi. Kichik korxonalar esa jami daromadi 1 milliarddan 10 milliard so‘mgacha bo‘lgan va ta’rischilari yuridik shaxslar bo‘lgan tadbirkorlik subyektlaridir.

O‘rta tadbirkorlik subyektlari esa jami daromadi kalendar yil davomida 10 milliard so‘mdan 100 milliard so‘mgacha bo‘lgan tadbirkorlik subyektlari hisoblanadi. Shuningdek, yirik tadbirkorlik subyektlari sifatida jami daromadi kalendar yil davomida 100 milliard so‘m va undan yuqori bo‘lgan tadbirkorlik subyektlari

Kichik biznesda ilg‘or xorijiy davlatlarni tajribalarini tahlil qilish uchun biz biznes yuritishda muhim sanalgan kommunikatsiya, qaror qabul qilish hamda muammoni yengish omillarini tanlab oldik va ushbu omillar turli rivojlangan davlatlarda biznes yuritishda qanchalik ahamiyatli va qay darajada ta’sir kuchiga ega ekanligini o‘rganamiz. Shuningdek biz tadqiqotimiz uchun o‘nta rivojlangan va aholisi biznes yuritishda muvaffaqiyatga erishgan mamlakatlarni tanlab oldik. Ular Germaniya, Fransiya, Yaponiya, Niderlandiya, Shvetsiya, AQSH, Buyuk Britaniya, Avstraliya, Janubiy Korea va Xitoy kabi davlatlardir.

1-jadval

Kichik biznes faoliyatini boshqarishda xorijiy mamlakatlar madaniy tajribasi⁹

T/r	Rivojlanish omillar	Davlatlar	Boshqaruv uslubi
1	Texnologik innovatsiyalar, Hukumat yordami	Yaponiya, Janubiy Koreya Xitoy	Sinxron, diplomatik, Qattiqqo‘l
2	Startup ekotizimi, Innovatsion infratuzilma	Kanada va Avstraliya AQSH	Oportunistik To‘g‘ridan – to‘g‘ri
3	Logistika, tashqi savdo, Yashil texnologiyalar	Norvegiya Niderlandiya	Oportunistik To‘g‘ridan – to‘g‘ri

Har bir mamlakatda kichik biznes subyektlarining yirik biznesga aylanishiga ta’sir qiluvchi omillar turilicha. Bu jarayon ko‘plab omillar, jumladan, texnologik innovatsiyalar, hukumat yordami, startup ekotizimi, iqtisodiy rivojlanish va logistika imkoniyatlariga bog‘liq. Bugungi kunda Yaponiya, Janubiy Korea va Xitoy kabi mamlakatlarda texnologik innovatsiyalarga davlat tomonidan berilayotgan imkoniyatlar kichik bizneslarni yirik bizneslar aylanishiga ta’sir ko‘rsatmoqda. Startup va innovatsion infratuzilma ekotizimi AQSH, Kanada va Avstraliyada

⁸ O‘zbekiston Respublikasi Prezidentining 10.02.2023 yildagi “Tadbirkorlik subyektlarini toifalarga ajratish mezonlari hamda soliq siyosati va soliq ma’muriyatchiligini yanada takomillashtirish chora-tadbirlari to‘g‘risida” gi farmoni, PF-21-son.

⁹ Muallif tomonidan ishlab chiqilgan

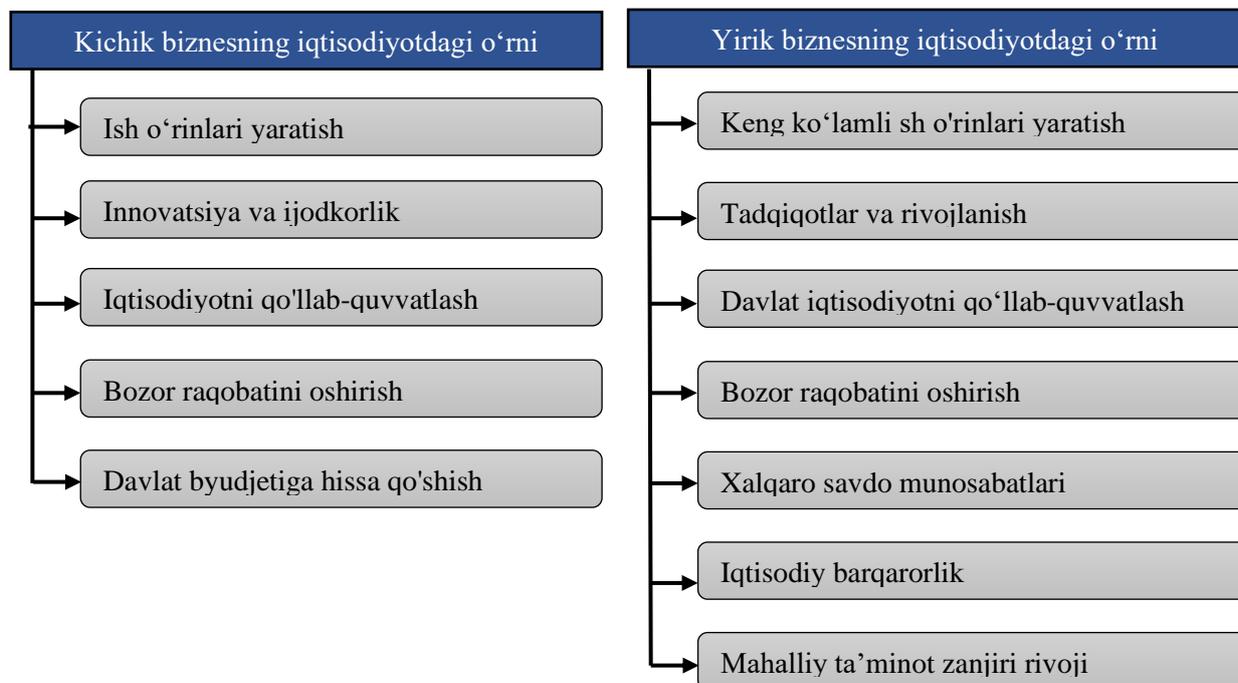
rivojlangan bo‘lib, kichik tadbirkorlik subyektlarining rivojlanishida asosiy omillar hisoblanadi. Norvegiya va Niderlandiyada logistic xizmatlarning rivojlanganligi tashqi savdoga keng yo‘l ochib, biznes subyektlarining o‘shishiga asos bo‘lib xizmat qiladi.

Dissertatsiya ishining **“O‘zbekistonda biznes yuritishning tashkiliy-iqtisodiy tahlili”** deb nomlangan ikkinchi bobida mamlakatimizda mavjud kichik biznes subyektlari transformatsiyalash jarayonlari hamda kichik va yirik biznes faoliyatlarining mamlakatimiz iqtisodiyotidagi ahamiyati shuningdek ta’siri aniqlangan. Bundan tashqari, kichik biznes va yirik biznes subyektlarini xalqaro bozor raqobatlashuvidagi o‘rni hamda bugungi kundagi mavjud tendensiyalar aniqlanilib, statsitik tahlillar o‘tkazilgan.

Kichik biznes rivojlanishining har bir bosqichi kichik biznes rivojlanishining alohida istiqboli sifatida qaraladi. Bu bosqichlar agar biznes egasi kichik tadbirkorlik subyektni yanada rivojlantirish va duch kelishi mumkin bo‘lgan muammolarni oldini olishni istasa, ushbu bosqichlar biznes subyekti faoliyatini tahlil qilish uchun yordam beradi.

Dissertatsiya ishida bizneslar o‘rtasidagi farqlarni va ularning har birining iqtisodiyotdagi o‘ziga xos ta’sirini tahlil qilindi. Kichik bizneslar ko‘proq mahalliy va innovatsion yondashuvlarni qo‘llasa, yirik bizneslar iqtisodiyotni keng miqyosda barqarorlashtirish va global bozorlarda ishtirok etish imkoniyatiga ega. Bu esa turli miqyosdagi bizneslar iqtisodiyotga qanday qilib o‘zaro bog‘liq va muhim hissa qo‘shishini namoyish etadi.

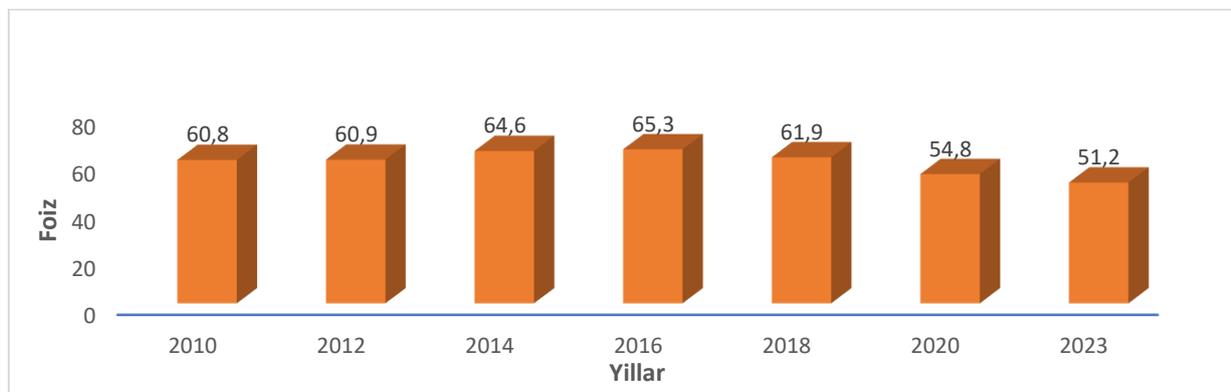
Kichik biznes va yirik biznesning iqtisodiyotda tutgan o‘rnini o‘rganish bugungi kunda iqtisodchilar o‘rtasida dolzarb mavzulardan biri hisoblanadi. Ularning rivojlanishi iqtisodiy ko‘rsatkichlarga bevosita yoki bilvosita ta’sir etishi kuzatiladi.



1-rasm. Kichik va yirik biznesning iqtisodiyotga ta’siri¹⁰

¹⁰ Muallif tomonidan yaratilgan

Kichik biznes va xususiy tadbirkorlik ko'rsatkichlarining yalpi o'zgarishi iqtisodiy ko'rsatkichlar (YaIM, ishsizlik, ish haqi va h.z)ga to'g'ridan- to'g'ri o'zgarishiga sabab bo'lganda, bevosita ta'sirini ko'rish mumkin. Kichik va yirik biznesning bilvosita ta'siri bozorga yangi mahsulotlar, usullar va ishlab chiqarish jarayonlarini olib kirish hamda unumdorlik va raqobatni yanada kengroq oshirish orqali namoyon bo'ladi.



2-rasm. Kichik biznesning YaIMdagi ulushi¹¹

Global iqtisodiy vaziyat va xususan, COVID-19 pandemiyasi kabi inqirozlar ham e'tiborga molikdir. Pandemiya davrida ko'plab kichik bizneslar daromadlarining keskin pasayishi yoki umuman yopilishiga duch kelishdi. Bu, albatta, kichik bizneslarning iqtisodiyotdagi ulushining kamayishiga ta'sir qiladi.

2-jadval

Kichik biznesning asosiy makroiqtisodiy ko'rsatkichlarining yillik o'zgarib borishi (foizda)¹²

Yillar	Sof tushum o'zgarishi foizda	Qurilish ishlaridagi ulushi	Sof foyda (zarari) o'zgarishi foizda	Jami ko'rsatilgan xizmatlardagi ulushi	Jami bandlikdagi ulushi
2014	25,4	66,7	21,6	59,1	77,6
2015	18,6	66,9	32,4	60,2	77,9
2016	33,6	64,8	67,4	63,2	78,2
2017	23,3	73,2	-32,4	58,3	78
2018	67,6	75,8	127,9	56	76,3
2019	35,1	70,6	-2,7	53,2	76,2
2020	13,7	72,5	-36,4	51,8	74,5
2021	47,3	72,5	50,7	51,7	74,5
2022	36,9	71,5	-19,4	49,4	73,9
2023	23,5	74,7	42,1	47,7	74,1

YaIMdagi ulushi va jami ko'rsatilgan xizmatlardagi ulushi pasaygan bo'lsa-da, mahsulot sotishdan tushgan sof tushum va bandlikdagi ulush nisbatan barqaror

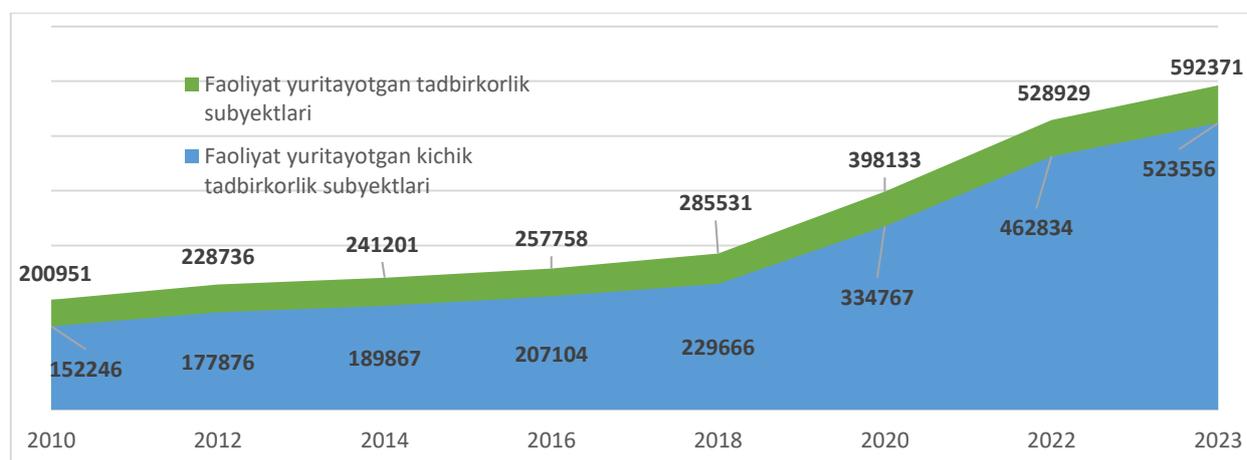
¹¹ Statistika agentligining siat.stat.uz portali ma'lumotlariga tayanib muallif tomonidan shakllantirildi

¹² Statistika agentligining siat.stat.uz portali ma'lumotlariga tayanib muallif tomonidan shakllantirildi

saqlanib qolgan. Bu ko'rsatkichlar mamlakatdagi iqtisodiy o'zgarishlarni, kichik bizneslarning iqtisodiy salohiyatini va rivojlanish tendensiyalarini aks ettiradi.

Kichik biznes har qanday iqtisodiyot rivojlanishining, yangi ish o'ringlarini yaratilishining, raqobat muhiti yaratilishining, innovatsiyalar paydo bo'lishining va biznes muhiti shakllanishining asosi sifatida xizmat qiladi. Turli jahon iqtisodiy inqirozlarining vujudga kelishi orqali yirik kompaniyalarning ham inqiroziga sabab bo'lgan davrlarda kichik biznes subyektlarining mavjudligi iqtisodiyotlar uchun qay darajada muhim ekanligini ko'rish mumkin. AQShning Mehnat Byurosi tadqiqotiga ko'ra taxminan 20% kichik biznes subyektlari dastlabki yilning o'zidayoq inqirozga duch keladilar. Tashkil etilgan subyektlarning faqatgina yarmi yashab qolishlari mumkin.

Mamlakatimizda tadbirkorlik va kichik biznes rivojlanishini iqtisodiy jihatdan tahlil qilish uchun faoliyat yuritayotgan tadbirkorlik subyektlari va unda kichik biznesning ulushi qanday ekanligini aniqlashimiz lozim bo'ladi. Shu maqsadda, 2010-yildan 2023-yilgacha faoliyat yuritayotgan korxonalar va tashkilotlar hamda kichik tadbirkorlik subyektlarining sonidagi o'zgarishlarni tahlil qilindi.

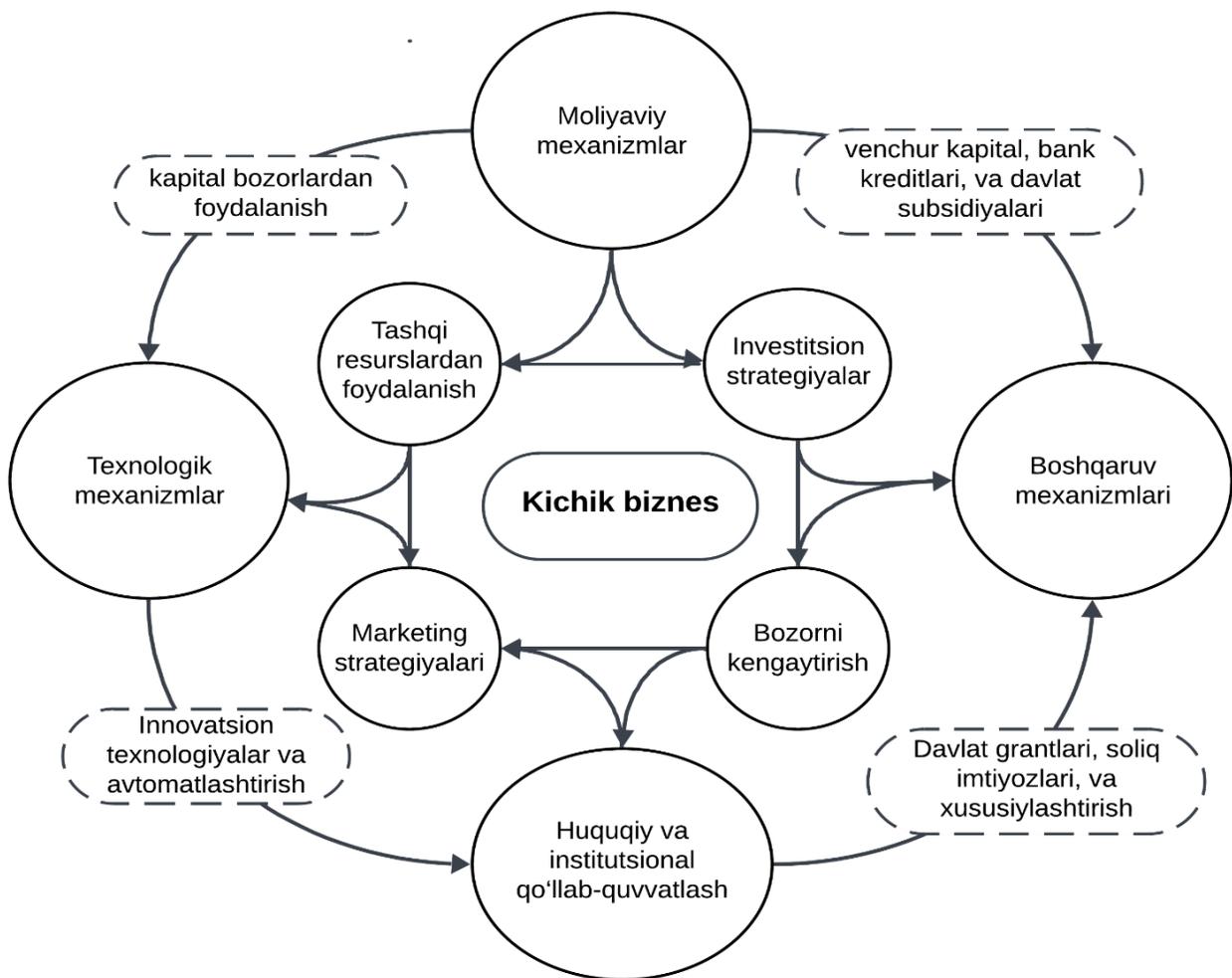


3-rasm. Faoliyat yuritayotgan tadbirkorlik subyektlari va kichik tadbirkorlik subyektlari statistikasi¹³

Grafik bo'yicha umumiy faoliyat yuritayotgan tadbirkorlik subyektlari soni sezilarli o'sish ko'rsatganini ko'rish mumkin. 2010-yilda bu ko'rsatkich 200,951 edi, va u 2023-yilga kelib 592,371 ga yetgan. Bu esa tadbirkorlik subyektlarining soni vaqt davomida muntazam oshib borganini ko'rsatadi.

Kichik biznesning yirik korxonaga aylanishi turli manfaatdor tomonlar, jumladan, xodimlar, mijozlar, yetkazib beruvchilar, investorlar va keng jamoatchilik uchun keng miqyosli oqibatlarga olib keladi. O'sish ish o'rinlari yaratish, iqtisodiy rivojlanish va boylik yaratish uchun imkoniyatlar yaratishi mumkin bo'lsa-da, u korporativ boshqaruv, ijtimoiy mas'uliyat va axloqiy biznes amaliyoti nuqtai nazaridan mas'uliyatni ham o'z ichiga oladi. Yirik korxonalar ishonch, chidamlilik va uzoq muddatli qiymat yaratish uchun manfaatdor tomonlarning ishtiroki, ekologik barqarorlik va korporativ fuqarolikka ustuvor ahamiyat berishlari kerak.

¹³ Statistika agentligining siat.stat.uz portali ma'lumotlariga tayanib muallif tomonidan shakllantirildi



4-rasm. Kichik biznesni rivojlantirish mexanizmlari¹⁴

Kichik biznesni rivojlantirish uchun turli xil mexanizmlar va strategiyalar kerak bo‘ladi. Ushbu chizma kichik bizneslarni moliyaviy, boshqaruv, texnologik, va huquqiy jihatdan qo‘llab-quvvatlashning asosiy yo‘nalishlarini ko‘rsatadi.

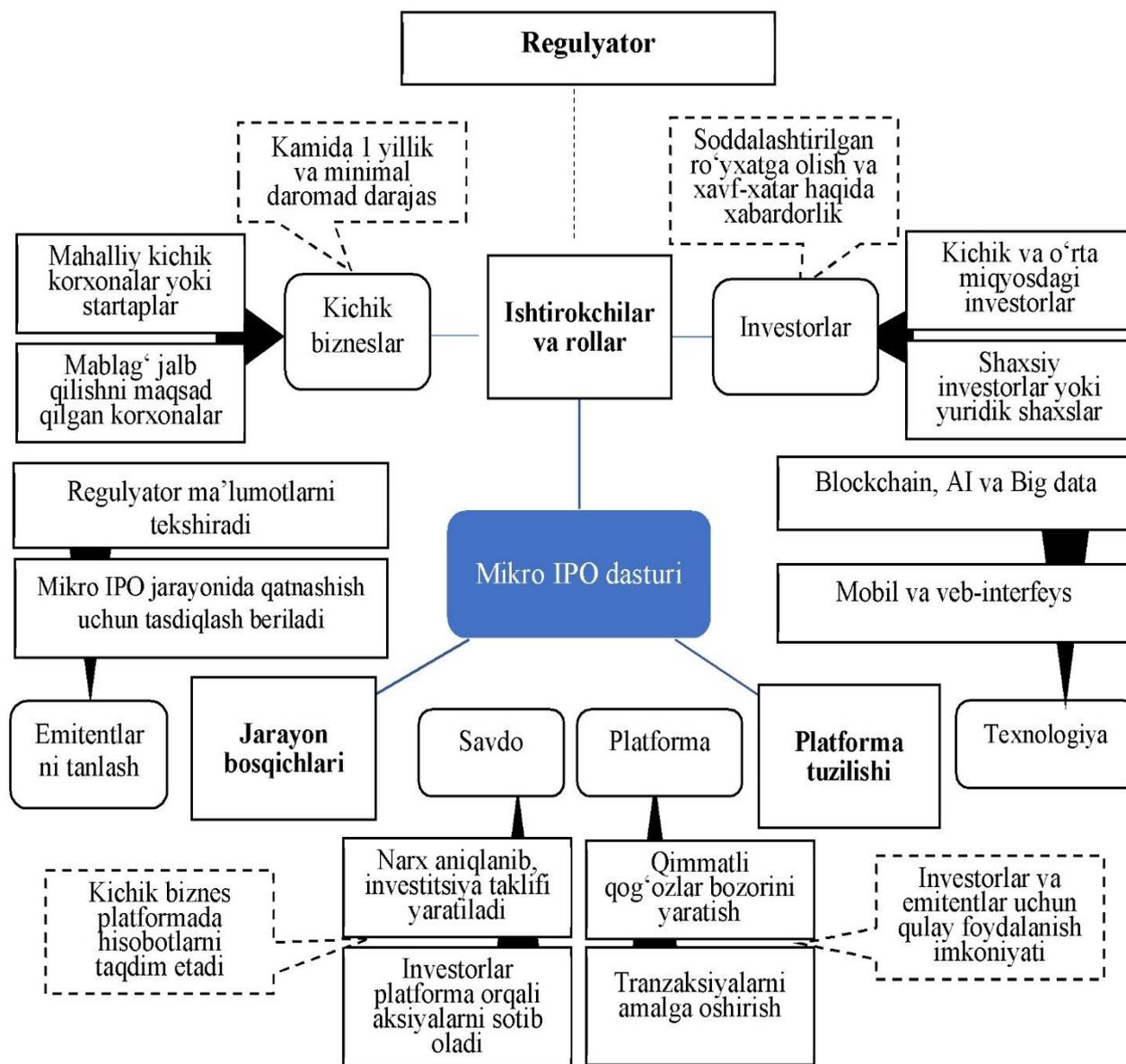
Avvalo, moliyaviy mexanizmlar katta ahamiyatga ega. Kapital bozorlardan foydalanish, venchur kapital, bank kreditlari, davlat subsidiyalari va grantlari, shuningdek soliq imtiyozlari kichik bizneslarga moliyaviy barqarorlik va kengayish imkoniyatini beradi.

Boshqaruv mexanizmlari esa biznesni samarali boshqarish va tashkil etishni ta‘minlaydi. Yaxshi boshqaruv strukturasi va malakali kadrlar biznesning muvaffaqiyatiga sezilarli ta‘sir ko‘rsatadi.

Texnologik mexanizmlar esa raqobatbardosh bo‘lishda yordam beradi. Yangi texnologiyalarga sarmoya kiritish va ularni samarali foydalanish kichik bizneslarni innovatsion va samarali qiladi.

Huquqiy va institutsional qo‘llab-quvvatlash esa biznesning huquqiy himoyasini va barqaror rivojlanishini ta‘minlaydi. Davlat tomonidan taqdim etiladigan huquqiy yordam va imtiyozlar kichik bizneslarning rivojlanishiga katta yordam beradi. Bu mexanizmlar birgalikda kichik biznesning muvaffaqiyatli rivojlanishini ta‘minlaydi.

¹⁴ Muallif tomonidan yaratildi



5-rasm. Mikro IPO dasturi modeli¹⁵

Ularning rivojlanishini ta'minlash, kapitalni jalb qilish imkoniyatlarini kengaytirish va raqobatbardoshlikni oshirish har bir mamlakatning dolzarb masalalaridan biridir. Shu maqsadda Mikro IPO (Initial Public Offering) modeli kichik bizneslar uchun moliyaviy resurslarni samarali jalb qilishning innovatsion yo'li sifatida e'tirof etilmoqda.

Mikro IPO modeli kichik bizneslarni aksiyadorlikka jalb etish orqali ularni moliyaviy mustahkamlashni nazarda tutadi. Bu jarayonda korxonalar kichik miqdordagi aksiyalarni jamoatchilikka taklif qiladi, bu esa kichik investorlar uchun ham ishtirok imkoniyatini taqdim etadi. Modelning asosiy ustunligi uning o'zining moslashuvchanligidadir: kichik bizneslar yirik IPOga qaraganda kamroq xarajat bilan kapital jalb qilishi mumkin.

Ushbu modelni amalga oshirishda raqamli texnologiyalar, xususan, blockchain va sun'iy intellekt asosida ishlovchi platformalarning joriy etilishi jarayonni tezkor

¹⁵ Muallif tomonidan yaratildi

va shaffof qiladi. Shu bilan birga, davlat tomonidan yengillashtirilgan soliqlar va huquqiy himoya kichik bizneslarni Mikro IPO modelidan foydalanishga rag‘batlantiradi.

Mikro IPO modeli nafaqat moliyaviy imkoniyatlarni kengaytiradi, balki kichik bizneslarni global bozorlarga chiqarishga ko‘maklashadi. Bu esa iqtisodiy barqarorlikni ta‘minlash va yangi ish o‘rinlari yaratish uchun qulay muhitni shakllantiradi. Shunday ekan, O‘zbekistonda ushbu modelni joriy etish kichik bizneslar uchun yangi rivojlanish ufqlarini ochadi.

Umuman olganda, kichik biznesni moliyalashtirishni tartibga solish islohotlari kichik biznes subyektlarini qo‘llab-quvvatlash, ularning moliyaviy imkoniyatlarini kengaytirish va raqobatbardoshlikni oshirishga qaratilgan. Ushbu chora-tadbirlar kichik biznesning umumiy iqtisodiy salohiyatini oshirishga xizmat qiladi.

Farg‘ona viloyasi Soliq boshqarmasining ma‘lumotlariga ko‘ra viloyatda 2023-yilda 76 ta yirik korxonalar, 966 ta o‘rta va 11510 ta kichik biznes korxonalarini faoliyat olib bormoqda. Bu ko‘rsatkichlar 2020-yilda 36 ta yirik, 337 ta o‘rta 6336 ta kichik korxonalar ekanligi qayd qilingan. Dissertatsiya ishida 2019-2023 yillarda faoliyat olib borayotgan “Global Asia Standart” MCHJ, “Trust Valley” MCHJ va “Economic shift” MCHJlar faoliyatining moliyaviy ko‘rsatkichlari tahlil qilindi. Bulardan “Trust Valley” va “Economic shift” korxonalarini tez qisqa davr ichida kichik biznesdan yirik biznes darajasiga yetgan korxonalar hisoblanadi.

3-jadval

Tanlangan kichik korxonalarining moliyaviy ko‘rsatkichlari tahlili¹⁶

Yillar	Korxonalar nomi	Daromad (ming so‘mda)	Likvidlilik ko‘rsatkichi	Rentabellik ko‘rsatkichi	Daromat o‘shish surati (foizda)
2019	“Global Asia Standart” MCHJ	7 383 021	3,9	0,44	0,76
	“Trust Valley” MCHJ	720 522	1,9	0,07	-
	“Economic shift” MCHJ	9 100 424	3,9	3,00	-
2020	“Global Asia Standart” MCHJ	6 106 227	3,2	0,36	-0,21
	“Trust Valley” MCHJ	7 346 154,4	3,5	0,70	0,90
	“Economic shift” MCHJ	10 149 877	14,8	4,07	0,10
2021	“Global Asia Standart” MCHJ	17 913 774	6,8	1,26	0,66
	“Trust Valley” MCHJ	9 727 015	2,0	0,68	0,24
	“Economic shift” MCHJ	21 962 995	2,1	4,04	0,54

¹⁶ Farg‘ona viloyasi Soliq boshqarmasining ma‘lumotlariga tayanib muallif tomonidan shakllantirildi

2022	“Global Asia Standart” MCHJ	19 001 619	2,5	0,89	0,05
	“Trust Valley” MCHJ	59 470 685	1,9	3,75	0,84
	“Economic shift” MCHJ	102 700 823	6,7	24,93	0,79
2023	“Global Asia Standart” MCHJ	24 600 552	1,3	0,48	0,22
	“Trust Valley” MCHJ	112 268 777	1,2	2,26	0,47
	“Economic shift” MCHJ	159 014 634	3,9	35,27	0,35

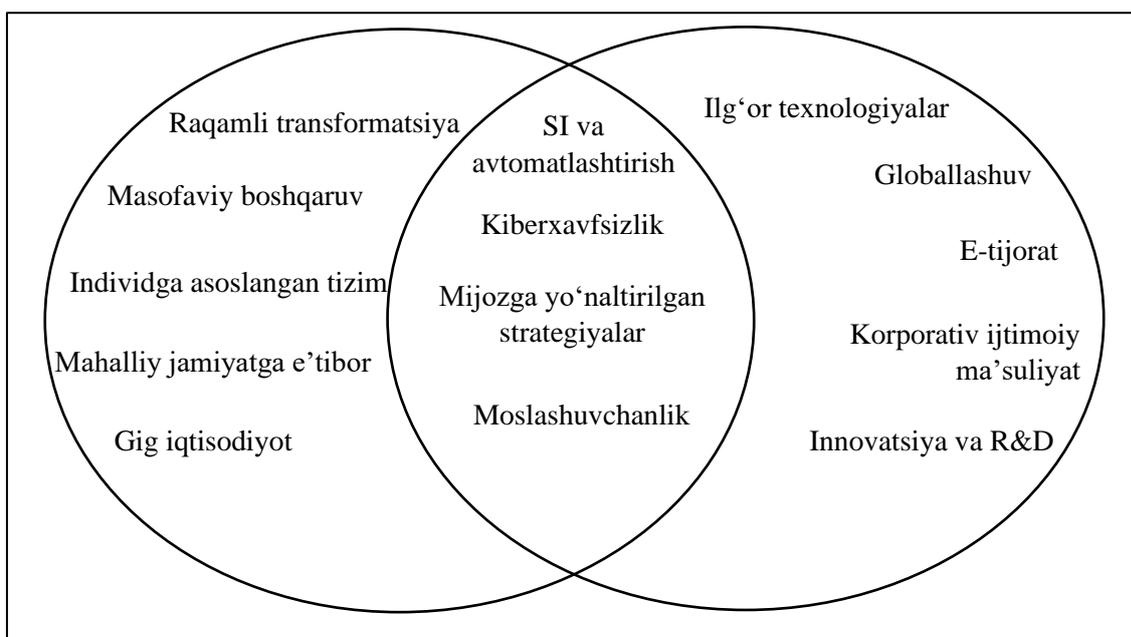
Har uch korxonada ham o‘shish va rentabellik bo‘yicha ijobiy tendensiyani namoyish etmoqda. “Global Asia Standart” barqaror o‘shish va moliyaviy barqarorlikni ko‘rsatadi lekin, sof foyda o‘shishi nisbatan past bo‘lishi, bu operatsion xarajatlar va majburiyatlarni boshqarishda qiyinchiliklar mavjudligini ko‘rsatadi. “Economic Shift” va “Trust Valley” juda yuqori daromad va rentabellik ko‘rsatkichlariga ega bo‘lib, bozorda o‘zining kuchli o‘rnini namoyish etadi.

Dissertatsiyaning **“Kichik biznesni yirik biznesga transformatsiya jarayonlarini rivojlantirish istiqbollari”** deb nomlangan uchinchi bobida kichik va yirik biznesni xalqaro bozor raqobatlashuvdagi mavjud tendensiyalari, iqtisodiy rivojlanishda kichik biznes va yirik biznesning o‘rnini tahlil qilish va prognozlash, shuningdek, kichik biznesni yirik biznesga transformatsiyasini rivojlantirishning usul va vositalari keltirilgan.

Bugungi kunda kichik bizneslar subyektlari o‘z faoliyatlarida raqamli texnologiyalardan keng foydalanmoqdalar. Bu raqamli vositalardan foydalanishni o‘z ichiga oladi, masalan, e-tijorat platformalari, ijtimoiy media marketingi va bulutli hisoblash texnologiyalari. Pandemiya davrida masofaviy ishlash imkoniyatlari kengaytirildi va ko‘plab kichik bizneslar endi aralash ish modellarini taklif qilmoqda, bu esa xodimlarni jalb qilish va ushlab turish uchun muhim omil hisoblanadi. Faoliyat olib borayotgan jamiyat kichik biznes subyektlarining asosiy foydalanuvchilari ekan, ularning xohish-istaklari, talab va ehtiyojlarini inobatga olish dastlabki o‘rinda turuvchi masaladir. Bundan tashqari, iqtisodiyotning yangi tendensiyasi hisoblanmish “gig iqtisodiyot” jadal rivojlanishi, kichik korxonalar imkoniyatlarini kengaytirmoqda.

Kichik va yirik bizneslarning biznes modellari bir qator omillar, resurslar va strategik maqsadlar bilan keskin farqlanadi. Bu farqlar nafaqat ularning o‘ziga xos bozor faoliyati va tuzilmasini aks ettiradi, balki iqtisodiy o‘shish, bozorni kengaytirish va innovatsion jarayonlarni qanday boshqarishlarida ham yaqqol ko‘rinadi.

Qimmatli qog‘ozlar bozoriga kirish iqtisodiyotning raqobatbardoshligini oshirishda beqiyos ahamiyatga ega. Bu bozor, bir tomondan, kompaniyalarga kapital jalb qilish imkonini bersa, boshqa tomondan, investorlar uchun yangi imkoniyatlar yaratadi. Qimmatli qog‘ozlar bozori, raqobat muhitini rivojlantirish va iqtisodiy o‘shishni ta‘minlashda eng muhim omillardan biri sifatida namoyon bo‘ladi.



6-rasm. Kichik va yirik biznesning zamonaviy tendensiyalari¹⁷

Kichik biznes risklarni boshqarishda odatda norasmiy yondashuvni qo'laydi. Tadbirkorlar ko'pincha shaxsiy qarorlar qabul qiladi va xatarlarni o'z zimmasiga olishadi, chunki bu o'sish uchun zarur bo'lgan jarayon. Ularning daromad modeli oddiyroq bo'lib, mahsulot yoki xizmatlarni to'g'ridan-to'g'ri sotishga asoslanadi. Yirik biznes esa murakkab risk boshqaruv tizimlariga ega bo'lib, turli bozor sharoitlari va xatarlarni oldindan tahlil qiladi. Ularning daromad modellari ko'p qirrali va turli daromad oqimlarini o'z ichiga oladi, jumladan, lisenziyalash, franshiza va xalqaro savdo.

Tadqiqotni amalga oshirishda O'zbekiston Respublikasi Prezidenti huzuridagi Statistika agentligi 2010-2023 yillar oralig'idagi ma'lumotlarga tayangan holda olib borildi. Ushbu tahlillarni amalga oshirishda korrelatsiya, regressiya, Fisher tenglamasi, ehtimoliy xatoliklarni aniqlash testlaridan foydalanildi.

Ushbu model statistik usullar hamda matematik tenglamalar yordamida iqtisodiy ma'lumotlarni o'rganish imkonini beradi va u quyidagicha:

$$Y = X_1^a * X_2^b * X_3^c * e \quad (3.1)$$

Korrelatsion tahlil kichik biznesning iqtisodiyotdagi o'rnini aniqlash va turli ko'rsatkichlar o'rtasidagi bog'liqlikni tahlil qilish maqsadida o'tkazildi. Jadvalda keltirilgan ma'lumotlarga ko'ra, kichik biznesning YaIMdagi ulushi sanoat ishlab chiqarishdagi ulushi bilan juda yuqori korrelatsiyaga ega bo'lib, bu bog'liqlik koeffitsienti 0.990 ga tengdir. Bu esa kichik biznesning YaIMdagi ulushi oshishi bilan sanoat ishlab chiqarishdagi ulushi ham deyarli bir xil darajada oshishini ko'rsatadi. Shuningdek, YaIMdagi ulushning asosiy kapitalga jalb qilingan investitsiyalar hajmi bilan korrelatsiyasi 0.994 ga teng bo'lib, bu kichik biznesning YaIMdagi ulushi ortishi bilan investitsiyalarning ham sezilarli darajada oshishini anglatadi.

¹⁷ Muallif tomonidan yaratildi

4- jadval

Kichik biznesning YaIMdagi ulushining chiziqli regression tahlil¹⁸

Kichik biznesning YaIMdagi ulushi	Coef.	St.Err.	t-value	p-value	[95% Conf	[Interval]	Sig
Kichik biznesning sanoat ishlab chiqarishdagi ulushi	0.412	0.043	9.64	0	0.317	0.507	***
Kichik biznesning asosiy kapitaliga jalb qilingan investitsiyalar hajmi	0.298	0.039	7.67	0	0.211	0.384	***
Kichik biznes korxonalarining soni	0.263	0.062	4.26	.002	0.125	0.401	***
Constant	1.334	0.618	2.16	.056	-0.043	2.712	*
Mean dependent var		12.107	SD dependent var				0.846
R-squared		0.999	Number of obs				14
F-test		3195.742	Prob > F				0.000
Akaike crit. (AIC)		-54.115	Bayesian crit. (BIC)				-51.559
*** $p < .01$, ** $p < .05$, * $p < .1$							

Tanlangan modelning ishonchliligi yuqori darajada ekanligini tekshirilgandan so‘ng, 2024-2028 yillar oralig‘idagi prognoz ko‘rsatkichlarini aniqlab olishimiz mumkin. Regression analiz natijalariga ko‘ra tanlangan model quyidagicha ko‘rinishda tasvirlash mumkin:

$$Y = X_1^{0,41} * X_2^{0,29} * X_3^{0,263} * e^{1,33} \quad (3.2)$$

5- jadval

Kichik biznesning asosiy ko‘rsatkichlari prognoz tahlili¹⁹

Yillar	Kichik biznesning YaIMdagi ulushi. mlrd. so‘m	Kichik biznesning sanoat ishlab chiqarishdagi ulushi. mlrd. so‘m	Kichik biznesning asosiy kapitaliga jalb qilingan investitsiyalar hajmi. mlrd. so‘m	Kichik biznes korxonalarining soni
2024	560279.91	160384.78	147036.69	440929
2025	600138.49	172565.89	159432.68	465797
2026	639872.04	184746.99	171828.67	490666
2027	679494.46	196928.10	184224.67	515534
2028	719017.07	209109.21	196620.66	540403

Ushbu jadvaldagi ko‘rsatkichlar kichik biznes sohasining kelajakdagi iqtisodiy faolligini va uning iqtisodiyotdagi muhim rol o‘ynashini prognoz qiladi. Kichik biznesning har tomonlama o‘sishi mamlakat iqtisodiyotining diversifikatsiyasi va barqarorligini ta‘minlashda muhim omil bo‘lib xizmat qiladi.

Tadqiqotni amalga oshirishda Farg‘ona viloyatida faoliyat olib borayotgan 32 ta tadbirkorlik subyektlari raxbarlari o‘rtasida so‘rovnomma o‘tkazildi.

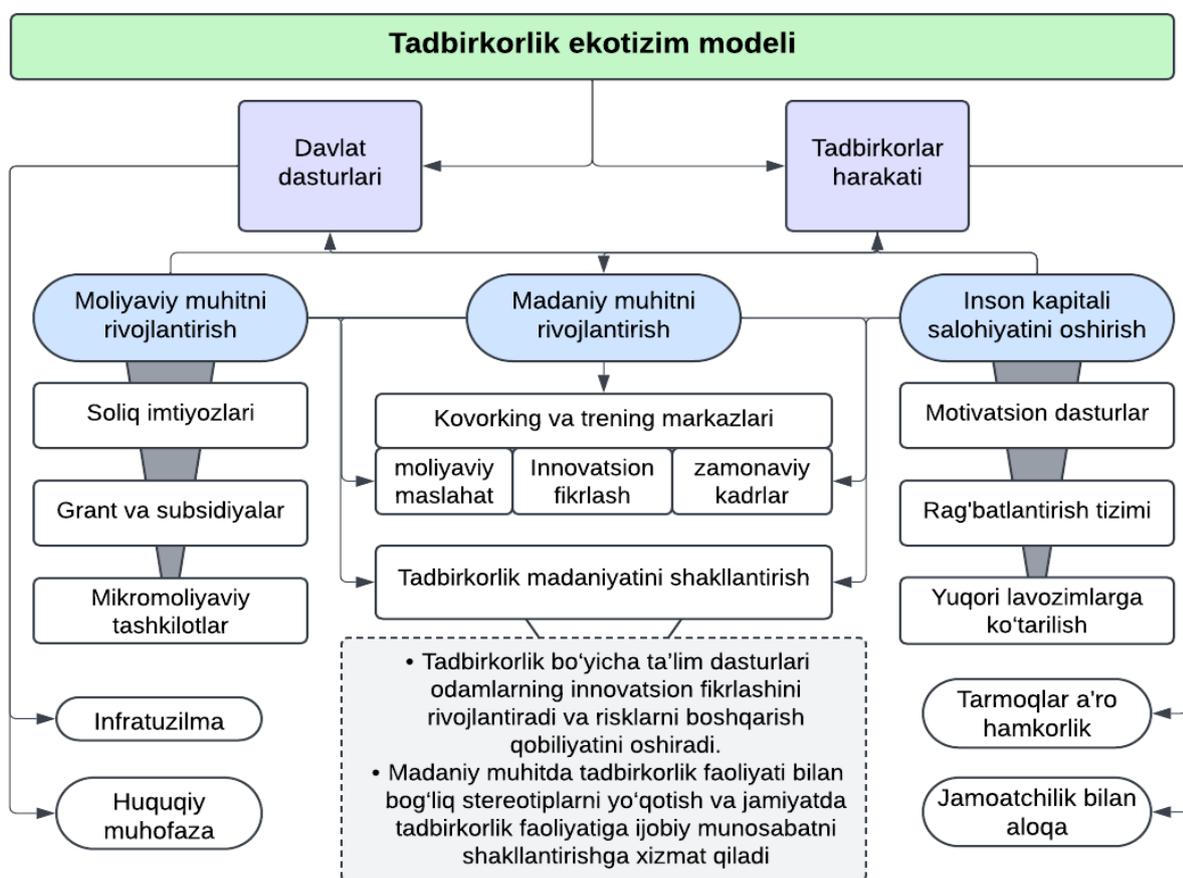
¹⁸ Muallifning Stata 12 dasturida hisob-kitoblari

¹⁹ Muallifning Stata 12 dasturida hisob-kitoblari

So'rovnomada qatnashgan tadbirkorlarning ushbu faoliyatdagi tajribasi o'rganilganda tadbirkorlarning ko'pchiligi (56.3%) 1-3 yillik tajribaga ega. Shu bilan birga, 3-5 yil tajribaga ega bo'lganlar ham nisbatan katta ulushni tashkil qiladi (31.3%). Kamroq tajribaga ega bo'lganlar (1 yildan kam) esa 9.4% ni tashkil qiladi. Eng kam ulush esa 5 yildan ortiq tajribaga ega tadbirkorlar orasida bo'lib, ular atigi 3.1% ni tashkil qilgan.

Tadbirkorlik ekotizimi modeli kichik biznesning yirik biznesga aylanishida katta ahamiyatga ega. Bu model kichik korxonalarni o'sishi va rivojlanishi uchun zarur bo'lgan barcha elementlarni o'z ichiga oladi va ularning o'zaro aloqalarini ko'zda tutadi. Kichik bizneslar ushbu model orqali kerakli qo'llab-quvvatlashni olish, moliyaviy resurslarni jalb qilish, malakali kadrlarni yollash va qonunchilik bazasidan foydalanish imkoniyatiga ega bo'ladilar (12-rasmga qarang).

Moliyaviy muhit kichik bizneslarni moliyaviy barqarorlik bilan ta'minlashda muhim rol o'ynaydi. Ushbu komponent soliq imtiyozlari, grant va subsidiyalar, mikromoliyaviy tashkilotlar va infratuzilma va huquqiy muhofazani o'z ichiga oladi. Soliq imtiyozlari va grantlar orqali kichik bizneslar moliyaviy resurslarni qo'lga kiritib, rivojlanish imkoniyatlarini oshirishi mumkin. Mikromoliyaviy tashkilotlar kichik bizneslarga moliyaviy ko'mak berib, ularning moliyaviy barqarorligini ta'minlaydi. Infratuzilma va huquqiy muhofaza esa biznes faoliyatini qo'llab-quvvatlashda muhim ahamiyatga ega. Bu komponentlar kichik bizneslarning yirik korxonalariga aylanishi uchun zarur bo'lgan moliyaviy resurslarni taqdim etadi.



7-rasm. Tadbirkorlik ekotizm modeli²⁰

²⁰ Muallif tomonidan yaratilgan

Madaniy muhit tadbirkorlik faoliyatini rivojlantirishda muhim rol o'ynaydi. Bu komponent kovorking va trening markazlari, moliyaviy maslahat, innovatsion fikrlash, zamonaviy kadrlar va tadbirkorlik madaniyatini shakllantirishni o'z ichiga oladi. Kovorking markazlari va treninglar orqali kichik bizneslar yangi bilim va ko'nikmalarni o'zlashtirishi mumkin. Moliyaviy maslahat va innovatsion fikrlash esa bizneslarning innovatsion yondashuvlarni qabul qilishiga yordam beradi. Zamonaviy kadrlar esa bizneslarni samarali boshqarishga yordam beradi. Tadbirkorlik madaniyatini shakllantirish jamiyatda tadbirkorlik faoliyatiga ijobiy munosabatni shakllantiradi va stereotiplarni yo'qotadi. Ushbu komponentlar kichik bizneslar uchun qulay madaniy muhit yaratib, ularning rivojlanish imkoniyatlarini oshiradi.

Inson kapitali salohiyati kichik bizneslarning yirik korxonalariga aylanishi uchun zarur bo'lgan malakali kadrlarni yetishtirishni o'z ichiga oladi. Bu komponent motivatsion dasturlar, rag'batlantirish tizimi, yuqori lavozimlarga ko'tarilish, tarmoqlar aro hamkorlik va jamoatchilik bilan aloqani o'z ichiga oladi. Motivatsion dasturlar va rag'batlantirish tizimi orqali kadrlar yuqori motivatsiyaga ega bo'lib, samarali ishlashi ta'minlanadi. Yuqori lavozimlarga ko'tarilish esa kadrlarning professional rivojlanishini ta'minlaydi. Tarmoqlar aro hamkorlik esa bizneslar o'rtasidagi aloqalarni mustahkamlaydi. Jamoatchilik bilan aloqa esa bizneslar uchun qulay muhit yaratadi va ularning rivojlanishiga ko'mak beradi.

Normativ-huquqiy baza va biznesni yuritish qulayligi kichik biznesning yirik biznesga aylanishida katta ahamiyatga ega. Qonunchilikning tadbirkorlikni qo'llab-quvvatlashga yo'naltirilgan bo'lishi, rag'batlantirish dasturlari va infratuzilmani rivojlantirish kichik biznes uchun qulay sharoitlar yaratadi. Biznesni yuritishdagi qulaylik va qonunchilikning barqarorligi kichik biznesning yiriklashish jarayonini osonlashtiradi.

Umuman olganda, tadbirkorlik ekotizimi modeli kichik bizneslarni yirik korxonalariga aylantirish uchun moliyaviy, madaniy va inson kapitali komponentlarini kompleks yondashuv orqali rivojlantirishni taklif etadi. Davlat dasturlari va tadbirkorlar harakati bu komponentlarni qo'llab-quvvatlash orqali kichik bizneslar uchun qulay muhit yaratadi va ularning muvaffaqiyatli rivojlanishini ta'minlaydi.

Bu boradagi xorij tajribasiga ahamiyat berilsa, Guandun provinsiyasi 1989-yilda iqtisodiy islohotlarni amalga oshirishga kirishgan va dunyobozoriga ochilganidan so'ng, iqtisodiyoti jadal rivojlandi²¹. Bu davrda Guandun provinsiyasi yirik kompaniyalar yaratish va ularni dunyodagi eng yirik kompaniyalar ro'yxatiga kirishga erishgan. Ushbu tajribalarni biznes muhitini rivojlantirish va kichik bizneslarni yirik korxonalariga aylantirish uchun zarur bo'lgan omillarni qo'llab-quvvatlash orqali mamlakatimizda ham qo'llanilishi mumkin.

Shuningdek, AQSHning Kaliforniya shtatida ham institutsional tizimlarning turli jihatdan qo'llab-quvvatlashlari o'tgan asrning ikkinchi yarmida Kremny vodiysining paydo bo'lishiga olib keldi. Hususan, intellektual mulkni himoyalar,

²¹ Prognozlashtirish va makroiqtisodiy tadqiqotlar institute - <https://imrs.uz/files/publications/ru/850723>

innovatsion ishlanmalarni amaliyotga tadbiiq etilganligi bo'yicha soliq imtiyozlari, kapital bozorining shakllanganligi va 1970-yillarda yangi kompaniyalarni qo'llab-quvvatlash uchun inkubatorlar, tadqiqot markazlari va texnologik parklar tashkil etilganligi ushbu hududni dunyoning innovatsion markaziga aylantirdi.

Shuning uchun, "Tadbirkorlik ekotizim modeli"ni joriy qilish orqali kichik bizneslar yirik korxonalariga aylanish imkoniyatiga ega bo'ladi. Ushbu model moliyaviy resurslar, madaniy rivojlanish va inson kapitalini uyg'unlashtirishga asoslangan bo'lib, iqtisodiyotning barqaror rivojlanishiga xizmat qiladi. Shu orqali nafaqat tadbirkorlarning muvaffaqiyati, balki jamiyatning umumiy farovonligi ham oshadi. Innovatsion yondashuv va samarali boshqaruv tadbirkorlik ekotizimini yangi bosqichga olib chiqishga xizmat qiladi.

Kichik biznesni yirik biznesga transformatsiya qilish strategiyasi mamlakatning iqtisodiy rivojlanishi, raqobatbardoshlikni oshirish va investitsiya jozibadorligini yaxshilash uchun zarurdir. Bu jarayon iqtisodiy barqarorlikni ta'minlash, yangi ish o'rinlarini yaratish va texnologik innovatsiyalarni joriy etish orqali nafaqat biznes sohasida, balki butun jamiyatda ijobiy o'zgarishlarga olib keladi.

Rasm orqali tasvirlangan strategiya, kichik biznesni yirik korxonaga aylantirish jarayonida amalga oshiriladigan aniq reja va harakatlarni ifodalaydi. Bu jarayon ikki asosiy qismga bo'linadi: "Reja" va "Harakat". Har bir qism o'z ichiga bir qator muhim tushunchalarni oladi va bir-biriga bog'liq jarayonlarni o'z ichiga oladi.

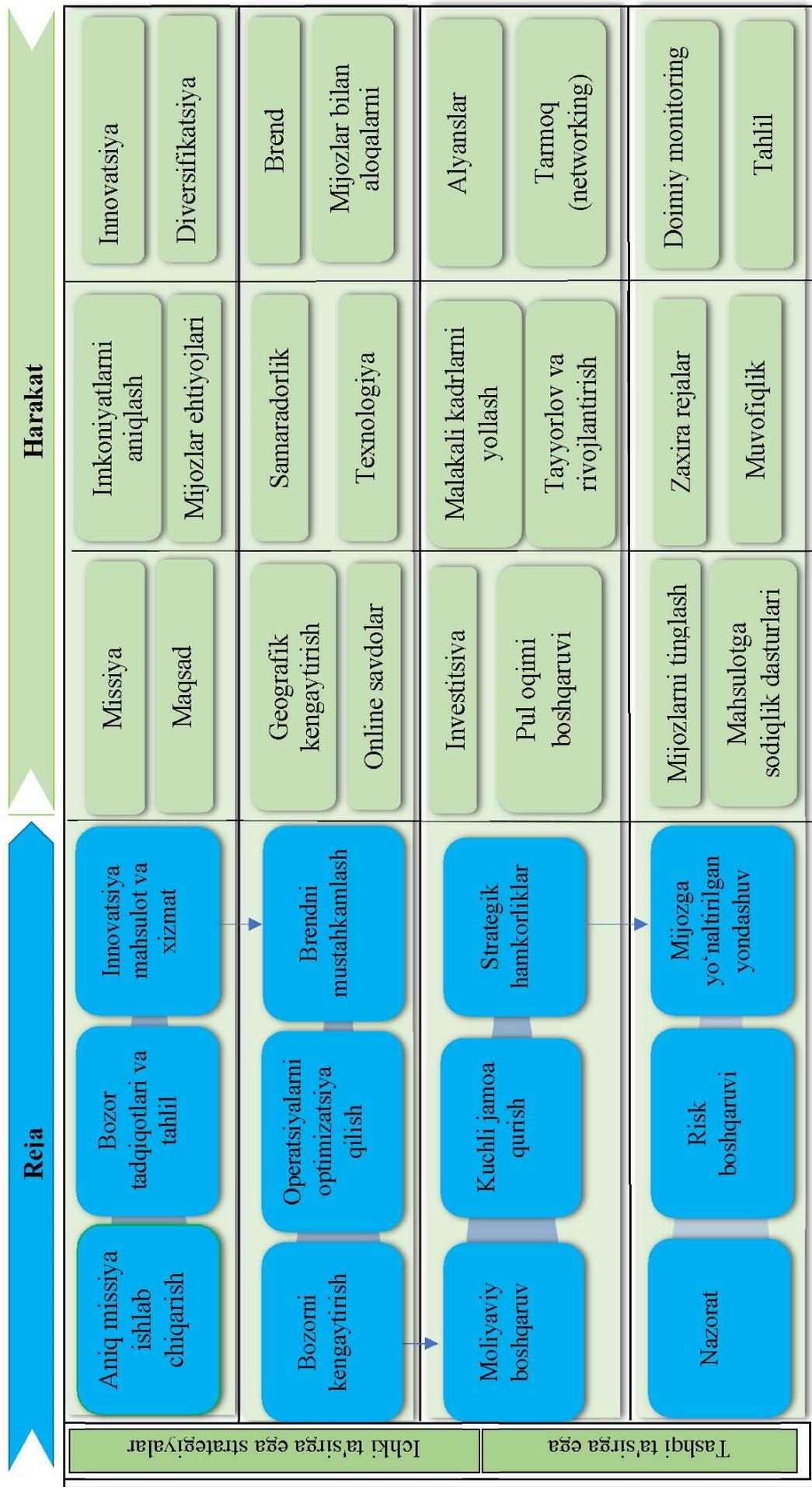
"Reja" qismida biznesning asosiy missiyasi va maqsadlari belgilanadi. Bu missiya biznesning umumiy yo'nalishini va kelajakdagi o'sish strategiyasini belgilab beradi. Missiya aniq va loyihalangan bo'lishi kerak, chunki bu kelajakdagi barcha qarorlar va harakatlar uchun asosiy yo'riqnoma vazifasini o'taydi.

Missiya belgilangach, bozor tadqiqotlari va tahlili amalga oshiriladi. Bozor tadqiqotlari biznesni atrofidagi raqobat muhitini, mijozlar ehtiyojlarini va bozor trendlarini chuqur tushunishga yordam beradi. Bu tahlillar biznesning qaysi mahsulot yoki xizmatlarni taklif etishini va qanday qilib raqobatbardosh bo'lishini aniqlashda kalit rol o'ynaydi.

Tadqiqot natijalariga asoslanib, biznes bozorni kengaytirish strategiyasini ishlab chiqadi. Bu kengayish mahsulot diversifikatsiyasi va geografik kengayish orqali amalga oshirilishi mumkin.

Mahsulot diversifikatsiyasi yangi mahsulotlar yaratish yoki mavjud mahsulotlarni yangilash orqali, mijozlarning turli ehtiyojlarini qondirishga imkon beradi. Geografik kengayish esa biznesni yangi bozorlarga olib kirishni anglatadi, bu esa umumiy daromad manbalarini kengaytiradi.

Operatsiyalarni optimallashtirish jarayoni ham "Reja" qismida muhim o'rin egallaydi. Bu jarayon biznesning ichki faoliyatini samarali va samarasizliklarni kamaytirish maqsadida qayta ko'rib chiqishni o'z ichiga oladi. Operatsiyalarni optimallashtirish orqali biznes resurslarni yanada samarali boshqarishga va xarajatlarni kamaytirishga erishadi. Brendni mustahkamlash ham bu bosqichda muhim ahamiyat kasb etadi. Brend – bu biznesning bozordagi obro'si va ishonchliligidir. Mustahkam brend mijozlar orasida ishonchni oshiradi va biznesning mahsulot yoki xizmatlariga bo'lgan talabni kuchaytiradi.



8-rasm. Kichik biznesni yirik biznesga transformatsiya strategiyasi²²

²² Muallif tomonidan ishlab chiqilgan

“Harakat” qismi, reja asosida amalga oshiriladigan aniq qadamlarni o‘z ichiga oladi. Bu qismda, biznes o‘z maqsadlari va imkoniyatlarini amalga oshirish yo‘llarini belgilaydi. Bunda, mijozlar ehtiyojlarini chuqur tushunish va ular bilan muloqot qilish muhim rol o‘ynaydi. Mijozlarning fikrlari va takliflari biznesning mahsulot va xizmatlarini yaxshilashda asosiy manba hisoblanadi. Shuningdek, investitsiyalar jalb qilish strategiyasi ham bu qismda muhim o‘rin tutadi. Investitsiyalar biznesning moliyaviy barqarorligini ta‘minlashda va yangi loyihalarni moliyalashtirishda yordam beradi. Malakali kadrlarni jalb qilish va ularni tayyorlash ham biznesning muvaffaqiyatida kalit rol o‘ynaydi. Yaxshi tayyorgarlik ko‘rgan va malakali xodimlar biznesning har bir sohasida samaradorlikni oshirishga qodir.

XULOSA

Dissertatsiya mavzusini tadqiq etishda O‘zbekiston Respublikasida kichik biznesni yirik biznesga transformatsiya qilish jarayonlarining mexanizmlarini takomillashtirish nazariy, uslubiy va amaliy tahlili asosida quyidagi xulosalar olindi:

1. Kichik biznesni yirik biznesga aylantirish jarayonida uning hajmini to‘g‘ri baholash muhim ahamiyat kasb etadi. Kapital hajmi, bozor ulushi, aylanma mablag‘lar va xodimlar soni kichik biznesni o‘lchashda asosiy mezonlar sifatida qabul qilinadi. Kapital hajmi biznesning uzoq muddatli rivojlanish salohiyatini, bozor ulushi esa korxonaning bozordagi raqobatbardoshligini ko‘rsatadi. Xodimlar soni va aylanma mablag‘lar korxonaning o‘sish va kengayish darajasini aniqlashda yordam beradi. Bu mezonlar orqali biznesning transformatsiya uchun tayyorligi baholanadi.

2. Kichik biznesni yirik biznesga aylantirishda soliq yengilliklari va davlat ko‘magining o‘rni katta ahamiyatga ega. Huquqiy asoslarning kuchaytirilishi va qonunchilikda soddalashtirishlar kichik biznes uchun qulay sharoitlar yaratadi. Soliq yengilliklari kichik korxonalariga ko‘proq moliyaviy resurslarni o‘z faoliyatlariga yo‘naltirish imkonini beradi. Davlat qo‘llab-quvvatlash dasturlari esa kichik biznesga subvensiyalar, kreditlar va subsidiyalar orqali yordam beradi. Bu choratadbirlar kichik biznesning barqaror o‘sishini va yirik korxonaga aylanishini ta‘minlaydi.

3. AQSh, Rossiya, va Yevropa Ittifoqi mamlakatlari kichik biznesni yirik biznesga aylantirish uchun zaruriy shart-sharoitlarni yaratishda muvaffaqiyatli tajribaga ega. AQShda kichik biznes subyektlariga keng miqdorda moliyaviy yordam va texnik ko‘mak ko‘rsatiladi. Yevropa Ittifoqida kichik biznesni qo‘llab-quvvatlash uchun qattiq tartibga solish tizimi va soliqlarni kamaytirish siyosati amalga oshirilgan. Rossiyada esa kichik biznesni yiriklashtirishda kredit yengilliklari va grantlar taqdim etish orqali ularning moliyaviy imkoniyatlarini oshirishga e‘tibor qaratiladi. Ushbu tajribalar O‘zbekistonda kichik biznesni rivojlantirishda qo‘llanilishi mumkin bo‘lgan usullar sifatida o‘rganildi.

4. Kichik biznes mamlakat iqtisodiyotining asosiy qismini tashkil etib, yangi ish o‘rinlari yaratadi va iqtisodiy barqarorlikka hissa qo‘shadi. Kichik korxonalar aholining turmush darajasini oshirish va mahalliy infratuzilmani rivojlantirishda

muhim rol o'ynaydi. Ular yangi bozorlarni egallash, innovatsiyalarni joriy etish va raqobatbardoshlikni oshirishda faol ishtirok etadilar. Kichik biznes shuningdek, iqtisodiy inqiroz davrida ham moslashuvchanligi tufayli o'z faoliyatini davom ettirish imkoniyatiga ega. Ushbu omillar kichik biznesning yirik korxonalar sifatida iqtisodiyotga yanada ko'proq ta'sir ko'rsatishiga zamin yaratadi.

5. Kichik biznesni yiriklashtirish jarayonida moliyaviy resurslarning cheklanganligi, texnologik infratuzilmaning yetishmasligi va malakali kadrlarning kamligi kabi muammolar mavjud. Moliyaviy resurslarning yetishmasligi kichik korxonalarining kengayishiga to'sqinlik qiladi. Texnologik resurslarning cheklanishi raqobatbardoshlikni pasaytiradi, chunki texnologik yangiliklar orqali samaradorlikni oshirish imkoniyati kamayadi. Malakali kadrlar yetishmasligi esa xizmatlar sifatini oshirish va korxonaning raqobatbardoshligini ta'minlashda qiyinchiliklarni yuzaga keltiradi. Ushbu muammolarni bartaraf etish transformatsiya jarayonini samarali amalga oshirishda muhimdir.

6. Xalqaro bozorda kichik va yirik bizneslarning o'sishi uchun muhim tendensiyalar tahlil qilindi. Raqamli transformatsiya, global savdo yo'llarining kengayishi va onlayn savdoning rivojlanishi kabi tendensiyalar kichik biznes uchun yangi imkoniyatlar yaratadi. Xalqaro bozorda raqobatlashuvning kuchayishi kichik korxonalariga sifatli mahsulot va xizmatlar taqdim etish talabini oshiradi. Shuningdek, kichik bizneslar raqamli platformalar orqali o'z mahsulotlarini xalqaro bozorlarga chiqarish imkoniyatiga ega bo'ladilar. Ushbu tendensiyalar kichik biznesning rivojlanishiga va yirik biznesga aylanishiga zamin yaratadi.

7. Kichik biznesning 2028 yilgacha rivojlanish imkoniyatlari bo'yicha prognoz ko'rsatkichlari tuzildi. Bu davr ichida kichik biznes subyektlarining ishlab chiqarish hajmi va daromad ko'rsatkichlari sezilarli darajada oshishi kutilmoqda. Shuningdek, mahalliy va xalqaro bozorlarda ularning o'rnini mustahkamlash va yangi ish o'rinlari yaratish rejalashtirilgan. Prognozlar asosida kichik biznesning iqtisodiyotga qo'shadigan hissasi oshishi va yirik biznesga aylanish jarayonining tezlashishi kutilmoqda. Ushbu rivojlanish kichik biznes subyektlarini xalqaro raqobatbardoshlikka olib chiqish uchun zaruriy qadamdir.

8. Kichik biznesni yirik biznesga aylantirish uchun "Tadbirkorlik ekotizim modeli" ishlab chiqildi. Ushbu model kichik biznesning siyosiy, moliyaviy, madaniy va institutsional muammolarini hal qilishga qaratilgan. Ekotizim modeli kichik biznes uchun barqaror rivojlanish imkoniyatlarini yaratish, qimmatli qog'ozlar bozoriga kirishni ta'minlash va sherikchilikni mustahkamlashga qaratilgan. Bu model kichik biznesga zamonaviy infratuzilma va moliyaviy resurslarni yetkazib berishni o'z ichiga oladi. Natijada, kichik biznes subyektlari barqaror o'sish va yirik korxonalar sifatida shakllanish imkoniyatiga ega bo'ladilar.

**SCIENTIFIC COUNCIL PhD.03/31.12.2020.I.130.01
ON AWARDING OF SCIENTIFIC DEGREES AT
KOKAND UNIVERSITY**

KOKAND UNIVERSITY

KHURSANALIYEV BOBURLMIRZO FARHOD UGLI

**IMPROVING THE TRANSFORMATION OF SMALL BUSINESS
INTO BIG BUSINESS IN UZBEKISTAN**

08.00.15 – Entrepreneurship and small business economics

ABSTRACT

of the dissertation of doctor philosophy (PhD) on ECONOMIC SCIENCES

The topic of the Doctor of Philosophy dissertation on economic sciences is registered in the Higher Attestation Commission with the number B2023.4.PhD/Iqt3643.

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INTRODUCTION (abstract of the thesis of the (PhD))

Relevance and necessity of the dissertation topic. The importance of small businesses in the development of global trade lies in their adaptability to innovations, entrepreneurship, and maintaining economic stability. Small enterprises, which may not have a significant impact on local markets, demonstrate their entrepreneurial potential and dynamism by transforming into large corporations on a global scale. Currently, more than 400 million small businesses operate worldwide, and this number is expected to reach 600 million by 2030¹. Small businesses participate in 97% of global trade and account for 30% of total exports. According to the World Economic Forum, in 2023, countries such as the United Kingdom, the United States, Singapore, Germany, and Canada achieved the highest growth in business formation². Identifying factors that need to be analyzed and removing barriers for further development of small businesses and entrepreneurship remain critical tasks today.

The transformation of small businesses into large enterprises significantly impacts international trade and investments. By entering new markets and establishing strategic partnerships globally, these enterprises contribute to the expansion of global trade flows, promote economic integration, and enhance interconnectedness in the global market. This transformation not only increases efficiency and competitiveness but also fosters geopolitical cooperation and mutual benefit. At the same time, it symbolizes the transformative power of entrepreneurship in driving societal change and progress. As these enterprises grow, they become engines of social mobility and create economic opportunities worldwide. Through job creation, skill development, and community engagement, these businesses play a crucial role in building more inclusive and resilient societies.

In our country, the government has taken bold steps to promote entrepreneurial activity, initiating a period of reform and revitalization. At the forefront of this renewal is the emerging small business sector, poised to play a decisive role in stimulating economic growth, fostering innovation, and shaping the country's future trajectory. Amid large-scale reforms aimed at liberalizing the economy and improving the business environment, the transformation of small businesses into large enterprises is crucial for Uzbekistan's progress toward its ambitious development goals. Specifically, one of the key directions of the "Uzbekistan 2030"³ strategy is to accelerate the development of the national economy and ensure high growth rates by continuing industrial policies aimed at increasing the share of industry in GDP. The strategy also seeks to increase industrial production by 1.4 times, develop leading industrial sectors, further liberalize the economy, and complete transformation processes.

¹ Rahman Ali. 2024. Small Business Statistics: Facts, Numbers, and Recommendations 2024. Business Strategy & Growth. Profile tree

² World economic forum - <https://www.weforum.org/publications/annual-report-2023-2024/in-full/our-organization-5f5b6f9aba/>

³ O'zbekiston Respublikasi Prezidentining "O'zbekiston — 2030" strategiyasi to'g'risida"gi 2023-yil 11-sentabrdaqiPF-158-son farmoni. <https://lex.uz/ru/docs/-6600413>

The Presidential Decree No. PF-6314, dated September 15, 2021, "On Measures to Further Reduce Administrative and Tax Burdens for Business Entities and Improve the System for Protecting Legal Business Interests," along with Resolution No. PQ-4335 "On Measures to Improve the Comprehensive Program for Continuous Support of Small Businesses"⁴ and other regulatory documents, outline tasks that this dissertation research partially addresses.

Compliance of the research with the priorities of the development of science and technology of the republic. The research work was carried out in accordance with the priority direction of the development of science and technology of the republic I. "Spiritual-ethical and cultural development of a democratic and legal society, formation of an innovative economy."

Level of study of the problem. The methodological foundations for studying the further development of small business enterprises and improving their mechanisms for transformation into large businesses are reflected in the research of European scholars such as J.A.Schumpeter, E.H.Schein, R.Flanagan, P.Burns, J.Klasen, S.Burch, D.Ulas, B.A.Krasniqi, V.Saundarajan, D.Storey, J.F.Bolton, D.B.Audretsch, A.N.Berger, C.G.Brush, S.Chatterje, S.Jankov, L.Lee, S.Rink, K.G.Mills, T.Luukkanen, M.E.Porter, W.W.Powell, and A.M.Robb⁵.

⁴ O‘zbekiston Respublikasi Prezidentining “Tadbirkorlik subyektlari uchun ma’muriy va soliq yukini yanada kamaytirish, biznesning qonuniy manfaatlarini himoya qilish tizimini takomillashtirish chora-tadbirlari to‘g‘risida” gi PF-6314-sonli farmoni. <https://lex.uz/docs/-5635417>

⁵ Schumpeter, J.A., (1934), *The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest and the Business Cycle*, translated from the German by Redvers Opie, New Brunswick (U.S.A) and London (U.K.): Transaction Publishers.; Schein, E.H. (2009). *Helping: How to offer, give, and receive help*. San Francisco: Berrett - Koehler Publishers.; Mandviwalla, M., & Flanagan, R. (2021). Small business digital transformation in the context of the pandemic. *European Journal of Information Systems*, 30(4), 359-375.; 4.3.; Burns, P. (2022). *Entrepreneurship and small business*. Bloomsbury Publishing.; 4.5.; Klasen, J. (2019). *Business Transformation*. SpringerGabler, Wiesbaden.; Burch, S., Andrachuk, M., Carey, D., Frantzeskaki, N., Schroeder, H., Mischkowski, N., & Loorbach, D. (2016). *Governing and accelerating transformative entrepreneurship: exploring the potential for small business innovation on urban sustainability transitions*. *Current opinion in environmental sustainability*, 22, 26-32.; Ulas, D. (2019). *Digital transformation process and SMEs*. *Procedia computer science*, 158, 662-671.; Krasniqi, B. A., & Desai, S. (2016). *Institutional drivers of high-growth firms: country-level evidence from 26 transition economies*. *Small Business Economics*, 47(4), 1075-1094.; Soundararajan, V., Jamali, D., & Spence, L. J. (2018). *Small business social responsibility: A critical multilevel review, synthesis and research agenda*. *International Journal of Management Reviews*, 20(4), 934-956.; Storey, D. J. (2016). *Understanding the small business sector*. Routledge.; Bolton. J. F. (1971). *Report of the Committee of Inquiry on small firms*. Bolton report Cmnd. 4811. London: HMSO.; Audretsch, D. B. (2002). *The dynamic role of small firms: Evidence from the US*. *Small Business Economics*, 18(1-3), 13-40.; Berger, A. N., & Udell, G. F. (1998). *The economics of small business finance: The roles of private equity and debt markets in the financial growth cycle*. *Journal of Banking & Finance*, 22(6-8), 613-673.; Brush, C. G., Greene, P. G., & Hart, M. M. (2001). *From initial idea to unique advantage: The entrepreneurial challenge of constructing a resource base*. *Academy of Management Perspectives*, 15(1), 64-78.; Chatterjee, S., & Kar, A. K. (2020). *Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India*. *International Journal of Information Management*, 50, 135-149.; Li, L., Su, F., Zhang, W., & Mao, J. Y. (2018). *Digital transformation by SME entrepreneurs: A capability perspective*. *Information Systems Journal*, 28(6), 1129-1157.; Rink, S. (2024). *Sustainable small business lending*. *Sustainable Futures*, 8, 100292.; Mills, K. G., & McCarthy, B. Y. (2014). *The State of Small Business Lending: Credit Access During the Recovery and How Technology May Change the Game*. Harvard Business School. Laukkanen, T., Tuominen, S., Reijonen, H., & Hirvonen, S. (2016). *Does market orientation pay off without brand orientation? A study of small business entrepreneurs*. *Journal of Marketing Management*, 32(7-8), 673-694.; Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press.; Powell, W. W., & Grodal, S. (2005). *Networks of innovators*. In J. Fagerberg, D. C. Mowery, & R. R. Nelson (Eds.), *The Oxford Handbook of Innovation* (pp. 56-85). Oxford: Oxford University Press.; Robb, A. M., & Robinson, D. T. (2014). *The capital structure decisions of new firms*. *Review of Financial Studies*, 27(1), 153-179.

The challenges of developing small businesses and private entrepreneurship, as well as improving the transformation process into large businesses, and the measures to address them, can be observed in the research of CIS scholars such as E.I.Karpova, L.I.Chubraeva, L.I.Nivorozhkina, Z.A.Morozova, V.V.Ivanov, G.L.Bagiev, Y.Panfileva, S.E.Shepelev, V.Marachov, V.S.Prokhorovsky, L.N.Chaynikova, I.Khoma, and Y.R.Khayrullina⁶ studies.

Academic S. from our local scientists on the development of small business and private entrepreneurship, improving the mechanisms of approximation through the development of small business and private entrepreneurship on the basis of the study of indicators of efficiency of the industry, its theoretical and practical problems. Especially, S.Gulomov, A.Sh.Bekmurodov, B.Berkinov, M.S.Kasimova, A.N.Samadov, K.Muftaydinov, H.Aybeshov, Y.Abdullaev, D.X.Suyunov, J.Donaboyev, R.H.Ergashev, I.Y.Umarov, R.A. Rashidov⁷ and others.

The connection of the dissertation research with the plans of the research work of the higher education or research institution in which the dissertation was performed. It corresponds to the research work plan of Kokand University.

The purpose of the study. It consists in the development of scientific and practical proposals and recommendations on improving the mechanisms of transformation processes of small business entities in Uzbekistan into large business.

Objectives of the study:

- research the regulatory and legal framework for conducting business;
- highlight foreign experiences in transforming small businesses into large enterprises;
- analyze the impact of small and large businesses on the economy;

⁶ Karpova EI. (1999). Analysis of foreign experience in supporting small business / EI Karpova, LI Chubareva: [http:// www.nbu.gov.ua](http://www.nbu.gov.ua); Ниворожжина Л.И. Основы статистики с элементами теории вероятностей для экономистов / Л.И.Ниворожжина, З.А.Морозова и др. – Ростов н/Д: Феникс, 320 с.; Иванов, В. В., & Убушаева, Б. Г. (2020). Современные структурные проблемы развития малого и среднего предпринимательства в России в условиях трансформации глобальной экономики и пути их решения. Муниципальная академия, (3), 35-42.; Bagiev G.L. (2016). Organization of entrepreneurial activity: textbook / Bagiev G.L., Asaul A.N. - St. Petersburg.: Publishing.; Панфилова, Е. А., & Комарова, С. Н. (2020). Формы поддержки субъектов малого и среднего предпринимательства в условиях цифровой трансформации. Естественно-гуманитарные исследования, (3 (29)), 282-289.

⁷ Гуломов С.С. Тадбиркорлик ва кичик бизнес. – Т.: 1998.; Бекмуродов А.Ш., Сагторов С., Тўраев Ж., Солиев К., Рўзиев С. Ўзбекистон иктисодиётини либераллаштириш йилларида. Кичик бизнес ва тадбиркорлик ривожланиши давр талаби. -Т.: ТДИУ, 2005.-173 б.; Беркинов Б., Айнакулов М.А. Кичик тадбиркорлик корхоналарининг йирик корхоналар билан ишлаб чиқариш кооперацияси. Жиззах.: ЖДУ, 2004.-192 б.; Қосимова М.С., Самадов А.Н., Мухитдинова У.С. Кичик бизнес ва тадбиркорлик. Ўқув қўлланма. -Т.: Ўзбекистон ёзувчилар уюшмаси адабиёт жамғармаси нашриёти, 2005.-191 б.; К.Муфтайдинов, Х. Айбешов «Кичик бизнесни бошқариш» 2003 й 6-7 б.; Абдуллаев Ё., Каримов Ф. Кичик бизнес ва тадбиркорлик. - Т.: Меҳнат. 2011 й.; Суёнов Д.Х. Кичик бизнес субъектларида бошқарувни ташкил қилиш ва унинг самарадорлигини ошириш йўналишлари. икт.фан.ном.дис.автореф. Тошкент: 2004.-21 б.; Umarov Ikhomjan Yuldashevich, Rakhmanov Mukhammadeldor.(2021) The impact of digital economy on the development of small business and private entrepreneurship // EESJ. 2021. №2-3 (66).; R. H. Ergashev, D. B. Taylakova. Economic mechanism of state support of small business and private entrepreneurship in Uzbekistan. National Academy of Sciences of Ukraine. Vol. 2019, Iss: 4, pp 124-132.; Rashidov, Rahmatullo, A'lojonovich. (2023). The need for government regulation of small business. International Journal Of Management And Economics Fundamental, 03(01):13-20. doi: 10.37547/ijmef/volume03issue01-02.; D.Khamdamova, 2021. O'zbekistonda innovatsion ta'dbirkorlikni rivojlantirish. Center Science and Practice. Vol. 7, Iss: 3, pp 218-227.; J.Donaboyev, 2023. O'zbekistonda biznes raqobat muhitini yaratish muammolari. Economics and education.

justify the practical expression of small business transformation into large enterprises;

identify existing challenges in scaling up small businesses and propose solutions for their improvement;

develop forecast indicators based on an analysis of current trends for small and large businesses in the international market;

prepare proposals to enhance the methods and tools for advancing the transformation of small businesses into large enterprises.

As the object of the study are organizations engaged in small businesses operating in the Fergana region.

The subject of the study is the economic relations that arise in improving the mechanism of transformation of small business entities into large businesses.

Methods of research. The dissertation used methods of scientific abstraction, analysis and synthesis, abstract-logical modeling, systematic analysis, statistical grouping, economic-statistical analysis, expert assessment.

The scientific novelty of the study consists:

in order to attract financial resources and regulate partnership relations in entrepreneurship, a simplified Micro IPO program is proposed for small businesses to enter the securities market through their development into large businesses;

the “Entrepreneurship Ecosystem Model” is proposed to enable small businesses to transform into large enterprises by introducing the triad of institutional structures of financial, cultural and human capital potential;

a model for increasing the competitiveness of small businesses by transforming them into large businesses has been developed based on the interrelationship between attributes (research, innovation, optimization, financial management) that ensure the sustainable development of small businesses and their rapid adaptation to market relations;

forecast indicators of production volumes until 2028 have been developed to ensure the sustainable and effective development of small businesses.

The practical results of the study include:

a proposal has been made to improve the mechanism for supporting the transformation of small business entities into large enterprises by effectively attracting financial resources and regulating partnership relations;

a model has been developed to enhance the sustainable development and efficiency of small business entities, based on the institutional structure of financial, cultural, and human capital potential;

competitiveness mechanisms have been refined to ensure the sustainable development of small business entities and their rapid adaptation to market demands, based on the interconnection of key attributes such as research, innovation, optimization, and financial management;

the prospects for economic growth have been outlined by determining production forecast indicators up to 2028, resulting from the effective development of small businesses.

Reliability of research results. The reliability of the research results is determined by the appropriateness of the applied approaches and methods, the use of data from official sources such as the State Statistics Agency of the Republic of Uzbekistan and the statistical data of the Fergana Region Tax Departments, as well as the implementation of the proposed conclusions and recommendations in practice by authorized organizations.

Scientific and practical significance of research results. The scientific significance of the research results is aimed at the perfect study of the theoretical foundations of effective management in the activities of small business entities put forward in the dissertation, the organization of effective use of available resources in the activities of small businesses and private entrepreneurship entities by studying the methodological foundations of improving the activities of small business entities, in the future determined by the possibility of use in special scientific research works.

The practical significance of the results of the research is based on conclusions and suggestions in the development of targeted programs for the development of small business entities by the Chamber of Commerce and Industry of the Republic of Uzbekistan, its regional departments, as well as educational literature for higher education institutions, including “Small Business and Entrepreneurship”, “Industrial Economy”, “Macro-Economy”, “Micro-Economy” is explained by the fact that it can be used to improve educational literature.

Implementation of research results. Based on the scientific results obtained on improving the transformation of small business into large business:

- The proposal to expand financial resources of small businesses to become large businesses through the Micro IPO program and enter the securities market in order to regulate partnership relations in entrepreneurship was used in the activities of the Committee on Industry, Construction and Trade of the Legislative Chamber of the Supreme Council of the Republic of Uzbekistan (Reference No. 04/7-10-74);

- The proposal to enable small businesses to become large enterprises by introducing the “Entrepreneurship Ecosystem Model” as an institutional structure of financial, cultural and human capital potential (Reference No. 04/7-10-74) was used in the activities of the Committee on Industry, Construction and Trade of the Legislative Chamber of the Supreme Council of the Republic of Uzbekistan (Reference No. 04/7-10-74). Based on this proposal, the profitability of “Global Asia Standart” LLC (Reference No. 09/24-812 of “Global Asia Standart” LLC dated September 12, 2024) and “Beknur Invest Impex” LLC operating in the Fergana region increased by 3.2% and 18% in 2023 compared to 2022;

- the proposal for a model of increasing the competitiveness of small businesses by transforming them into large businesses based on the interrelationship between attributes (research, innovation, optimization, financial management) that ensure their sustainable development and rapid adaptation to market relations was used in the activities of the Committee on Industry, Construction and Trade of the Legislative Chamber of the Supreme Council of the Republic of Uzbekistan (Reference No. 04/7-10-74);

- based on ensuring the sustainable and effective development of small businesses, the forecast indicators of production volumes until 2028 were used in the activities of the Committee on Industry, Construction and Trade of the Legislative Chamber of the Supreme Council of the Republic of Uzbekistan (reference number 04/7-10-74).

Approval of research results. The scientific proposal and practical recommendations developed in the dissertation were discussed at 2 international and 2 national scientific-practical conferences.

Publication of research results. A total of 16 scientific works on the topic of the dissertation, including 5 scientific articles in scientific publications recommended for publication of the main scientific results of doctoral dissertations of the Higher Attestation Commission of the Republic of Uzbekistan, of which 3 republics and 3 foreign and 1 conference indexed in Scopus done.

The structure and scope of the dissertation. The composition of the dissertation consists of an introduction, three chapters, a conclusion, a list of used literature and appendices. The total volume of the work is 140 pages.

THE MAIN CONTENT OF THE DISSERTATION

In the **introductory** part, the relevance and necessity of the dissertation topic is based, the purpose and main tasks, object and subject of the research are described, it is shown that it is related to the priority directions of the development of science and technology of the republic, the scientific innovation and practical results of the research are described, the results are applied to practice. introduction, published works and information on the structure of the dissertation.

The first chapter of the dissertation entitled "**Theoretical and Methodological Basis of Transformation of Small Business to Large Business**" examines the existing trends and foreign experiences in evaluating business activities and analyzes the methodology of business evaluation in our country.

- Firstly, it has been emphasized that financial and legal support from the government, as well as the fair determination of tax rates, are necessary to foster the development of small enterprises. This creates a foundation for ensuring the economic stability of small business entities and facilitates their transformation into large businesses.

Additionally, the need for consumers to access goods and services from stable and reliable firms has been specifically highlighted. Collaborating with companies that have a solid foundation aligns better with consumer preferences compared to working with unstable small enterprises.

From the perspective of employees, the growth in business size is important as it leads to increased incomes and the creation of new job opportunities.

Moreover, it has been noted that for the local community, understanding the scale of businesses and identifying future opportunities for job creation is crucial. Today, assessing business size is recognized as one of the essential factors not only for entrepreneurs but also for the economic development of society.

In accordance with the Presidential Decree of the Republic of Uzbekistan No. PF-21 dated February 2, 2023, “On criteria for categorizing entrepreneurial entities and measures for further improving tax policy and tax administration”⁸ entrepreneurial entities are divided into three main categories.

Small entrepreneurial entities include sole proprietors, microfirms, and small enterprises. Microfirms are defined as entrepreneurial entities established solely by individuals with a total annual revenue of up to 1 billion UZS. Small enterprises are defined as entities with a total annual revenue between 1 billion and 10 billion UZS, whose founders are legal entities.

Medium-sized entrepreneurial entities are those with a total annual revenue between 10 billion and 100 billion UZS. Furthermore, large entrepreneurial entities are those with a total annual revenue of 100 billion UZS or more.

These scientific-practical approaches enhance the relevance of the dissertation research and serve as a solid theoretical foundation for developing effective measures in the process of transforming small businesses into large ones..

In order to analyze the experiences of advanced foreign countries in small business, we have selected communication, decision-making and problem-solving factors that are considered important in doing business, and we will study how important and to what extent these factors are important in doing business in different developed countries.

Table 1
Cultural experience of foreign countries in managing small business activities⁹

T/r	Development factors	Countries	Management style
1	Technological Innovation, Government Support	Japan, South Korea	Synchronous, diplomatic,
		China	Stubborn
2	Startup Ecosystem, Innovation Infrastructure	Canada and Australia	Opportunistic
		USA	Straight away
3	Logistics, Foreign Trade, Green Technologies	Norway	Opportunistic
		Netherlands	Straight away

We have also selected ten developed countries for our research, whose inhabitants have achieved success in doing business. They are countries like Germany, France, Japan, Netherlands, Sweden, USA, Great Britain, Australia, South Korea and China. Today, in countries such as Japan, South Korea and China, government incentives for technological innovation are helping small businesses grow into large businesses. The startup and innovation infrastructure ecosystem is well-developed in the US, Canada and Australia, and is a key factor in the development of small businesses. In Norway and the Netherlands, the development

⁸ O‘zbekiston Respublikasi Prezidentining 10.02.2023 yildagi “Tadbirkorlik subyektlarini toifalarga ajratish mezonlari hamda soliq siyosati va soliq ma’uriyatchiligini yanada takomillashtirish chora-tadbirlari to‘g‘risida” gi farmoni, PF-21-son.

⁹ Created by author

of logistics services opens up a wide range of foreign trade and serves as a basis for the growth of businesses. In the second chapter of the dissertation entitled “**Organizational and economic analysis of doing business in Uzbekistan**”, the transformation processes of small business entities in our country and the importance and influence of small and large business activities in the economy of our country are determined. statistical analysis was carried out.

In addition, the role of small business and large business entities in the international market competition and current trends were determined. Each stage of small business development is considered as a separate perspective of small business development. These stages help to analyze the activity of the business entity if the business owner wants to further develop the small business entity and prevent the problems he may face.

The thesis analyzed the differences between businesses and the specific impact of each of them on the economy. Small businesses use more local and innovative approaches, while large businesses have the opportunity to stabilize the economy on a large scale and participate in global markets. It shows how businesses of all sizes are interconnected and make important contributions to the economy.

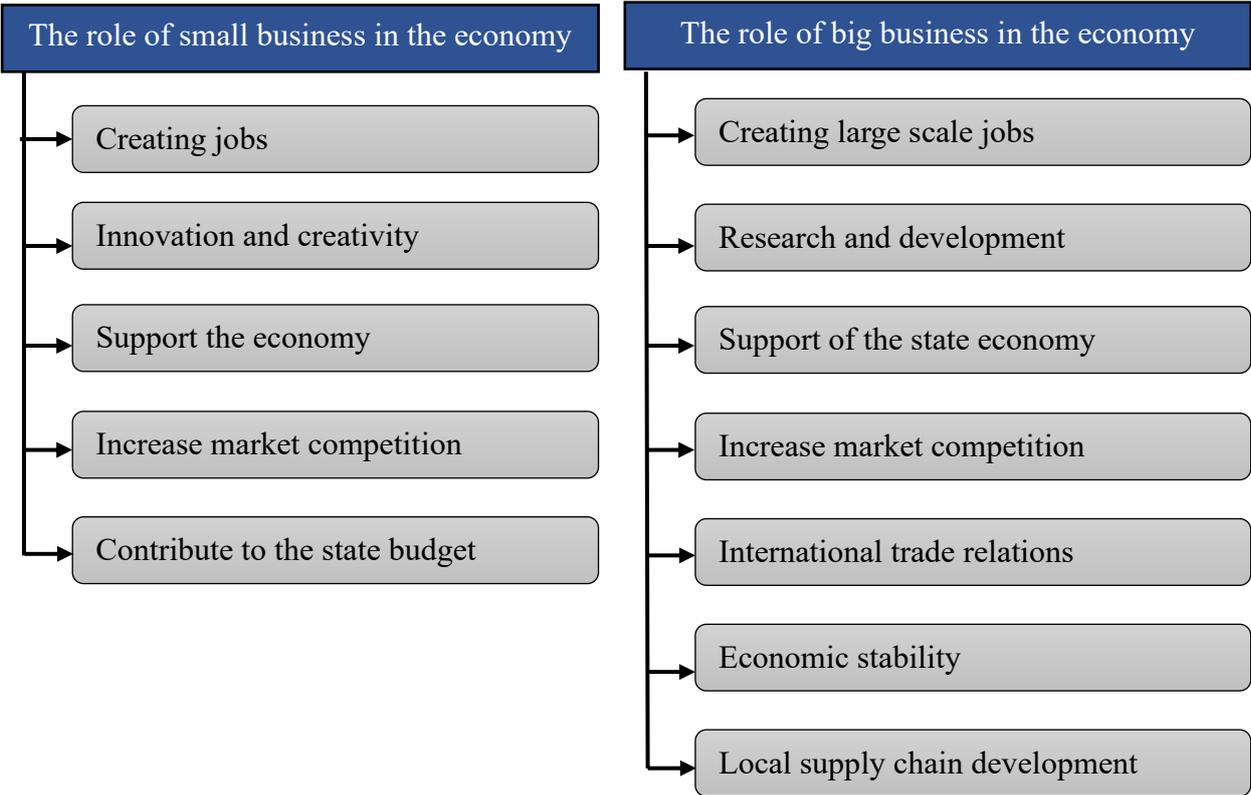


Figure 1. Impact of small and large business on the economy¹⁰

Studying the role of small business and large business in the economy is one of the current topics among economists today. It is observed that their development affects economic indicators directly or indirectly. When gross changes in small business and private entrepreneurship indicators cause direct changes in economic indicators (GDP, unemployment, wages, etc.) can be seen. The indirect impact of

¹⁰ Created by author

small and large businesses is manifested by bringing new products, methods and production processes to the market, and by increasing productivity and competition more broadly.

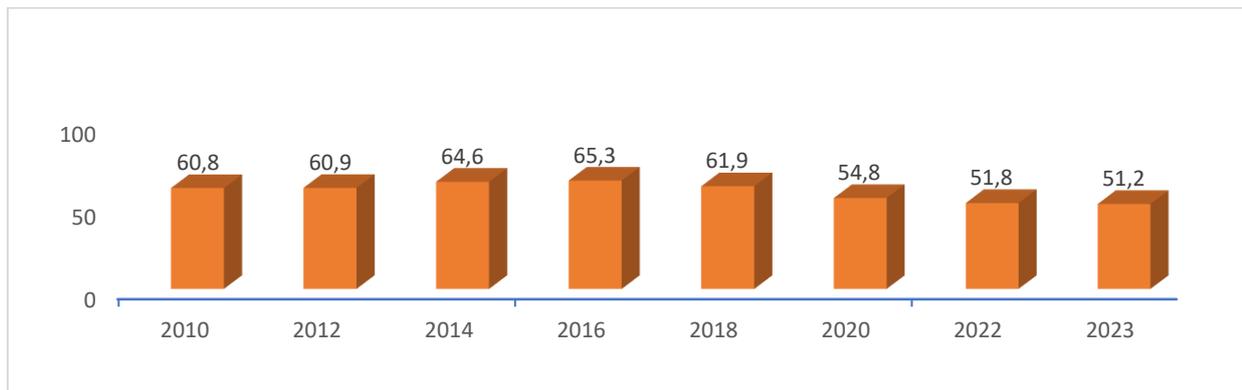


Figure 2. Share of small business in GDP¹¹

The global economic situation and, in particular, crises such as the COVID-19 pandemic are also noteworthy. During the pandemic, many small businesses have experienced a sharp drop in revenue or even closed down altogether. This, of course, affects the reduction of the share of small businesses in the economy.

Table 2

**Annual change of the main macroeconomic indicators of small business
(in percent)¹²**

Years	Net income change in percent	The share of small business entities in total construction works	Change in net profit (loss) in percent	Share of total services rendered	Share of total employment
2014	25,4	66,7	21,6	59,1	77,6
2015	18,6	66,9	32,4	60,2	77,9
2016	33,6	64,8	67,4	63,2	78,2
2017	23,3	73,2	-32,4	58,3	78
2018	67,6	75,8	127,9	56	76,3
2019	35,1	70,6	-2,7	53,2	76,2
2020	13,7	72,5	-36,4	51,8	74,5
2021	47,3	72,5	50,7	51,7	74,5
2022	36,9	71,5	-19,4	49,4	73,9
2023	23,5	74,7	42,1	47,7	74,1

¹¹ It was formed by the author based on the information of the portal siat.stat.uz of the Statistics Agency

¹² It was formed by the author based on the information of the portal siat.stat.uz of the Statistics Agency

Although the share of GDP and the share of total services rendered decreased, the share of net income from the sale of goods and employment remained relatively stable. These indicators reflect economic changes in the country, economic potential of small businesses and development trends.

Small business serves as the basis for the development of any economy, creation of new jobs, creation of competitive environment, emergence of innovations and formation of business environment. It is possible to see how important the existence of small business entities is for the economies in the periods that caused the crisis of large companies through the emergence of various global economic crises. According to the study of the US Labor Bureau, about 20% of small business entities face a crisis in the first year. Only half of the established entities can survive.

In order to analyze the development of entrepreneurship and small business in our country from an economic point of view, it is necessary to determine the share of small business in it. For this purpose, changes in the number of enterprises and organizations and small business entities operating from 2010 to 2023 were analyzed.

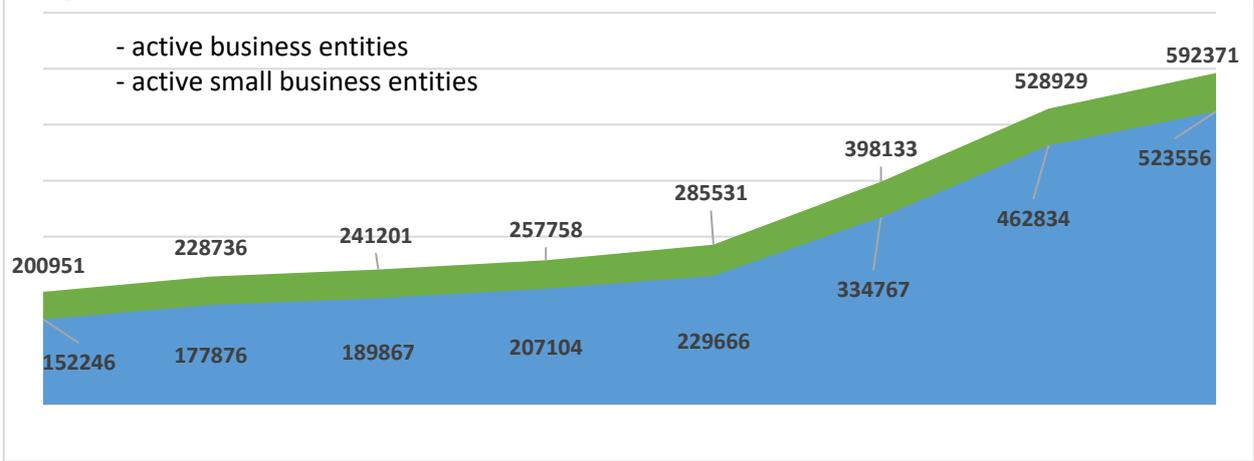


Figure 3. Statistics of active business entities and small business entities¹³

According to the graph (look at figure 5), it can be seen that the number of business entities operating in general has shown a significant increase. In 2010, this figure was 200,951, and it will reach 592,371 by 2023. This shows that the number of business entities has steadily increased over time.

It can be seen, number of active small businesses also increased noticeably in given years, from 152,246 to 523,556 respectively.

The transformation of a small business into a large enterprise has far-reaching consequences for various stakeholders, including employees, customers, suppliers, investors, and the general public. While growth can create opportunities for job creation, economic development and wealth creation, it also entails responsibilities in terms of corporate governance, social responsibility and ethical business practices. Large enterprises must prioritize stakeholder engagement, environmental sustainability and corporate citizenship to create trust, resilience and long-term

¹³ It was formed by the author based on the information of the portal siat.stat.uz of the Statistics Agency

value. Entering the stock market is an important step for any small business in making and regulating partnership relations, providing opportunities for capitalization, transparency and development. Today's economy encourages all types of businesses to be active in the stock market and become a big business by taking advantage of its opportunities. Because active participation in the stock market creates conditions for introducing the company to the market, attracting additional investments and expanding business by forming its own brand.

Various mechanisms and strategies are required to develop small businesses. This diagram highlights the key directions for supporting small businesses financially, managerially, technologically, and legally.

Firstly, financial mechanisms are of great importance. Access to capital markets, venture capital, bank loans, government subsidies and grants, as well as tax incentives, provide small businesses with financial stability and opportunities for growth.

Management mechanisms ensure efficient business operations and organization. A strong management structure and skilled personnel significantly impact the success of a business.

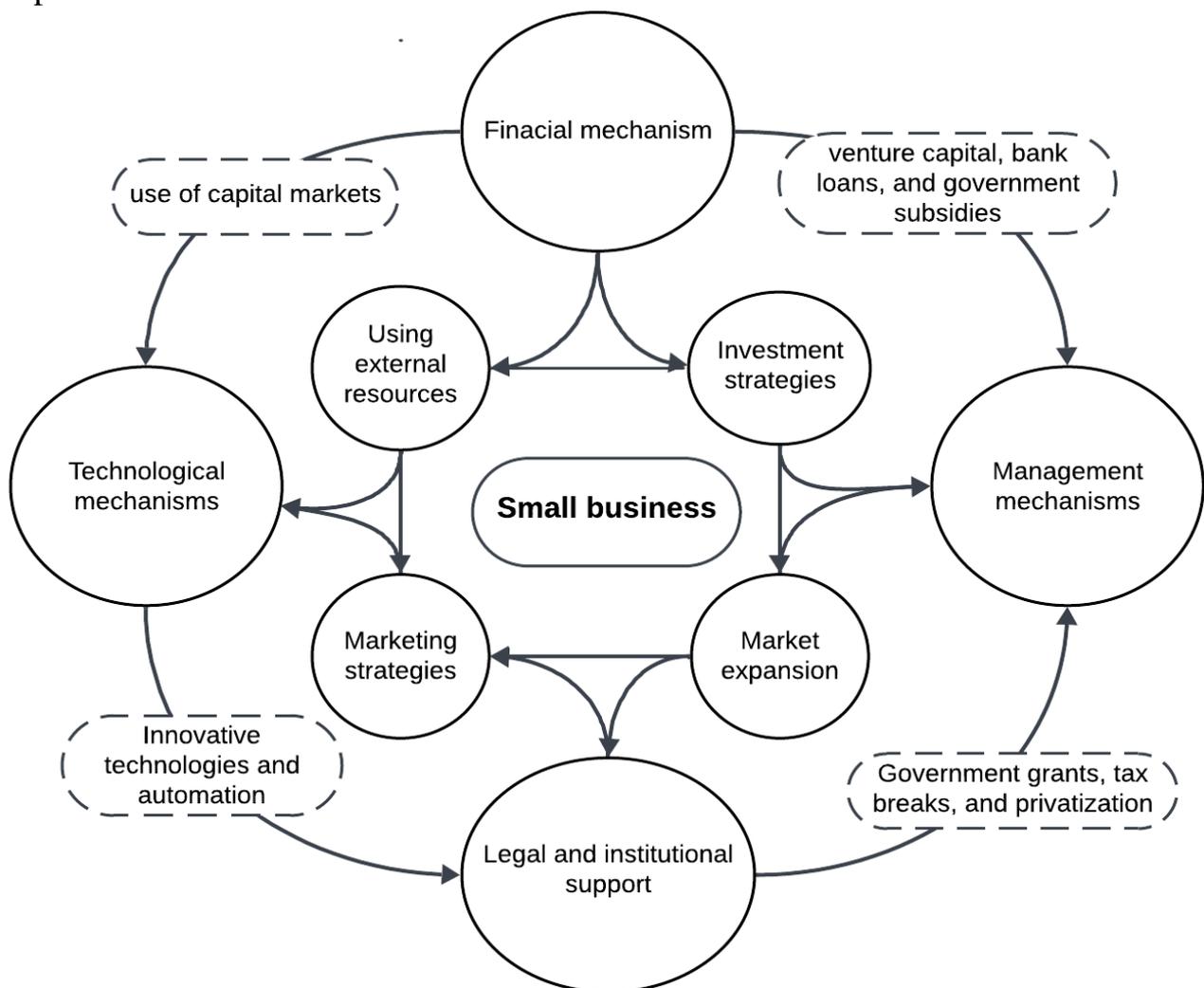


Figure 4. The transformation of a small business into a large business¹⁴

¹⁴ Created by author

Technological mechanisms help businesses remain competitive. Investing in and effectively utilizing new technologies make small businesses innovative and efficient.

Legal and institutional support ensures the legal protection and sustainable development of businesses. Legal assistance and incentives provided by the government play a significant role in fostering the growth of small businesses. Together, these mechanisms ensure the successful development of small businesses.

Allocation of grants and subsidies is important in supporting small business entities. By providing state grants and allocating subsidies, it is possible to support small business entities and ensure their financial stability. By providing state grants, the state provides financial support for small businesses and encourages them to create new innovative products.

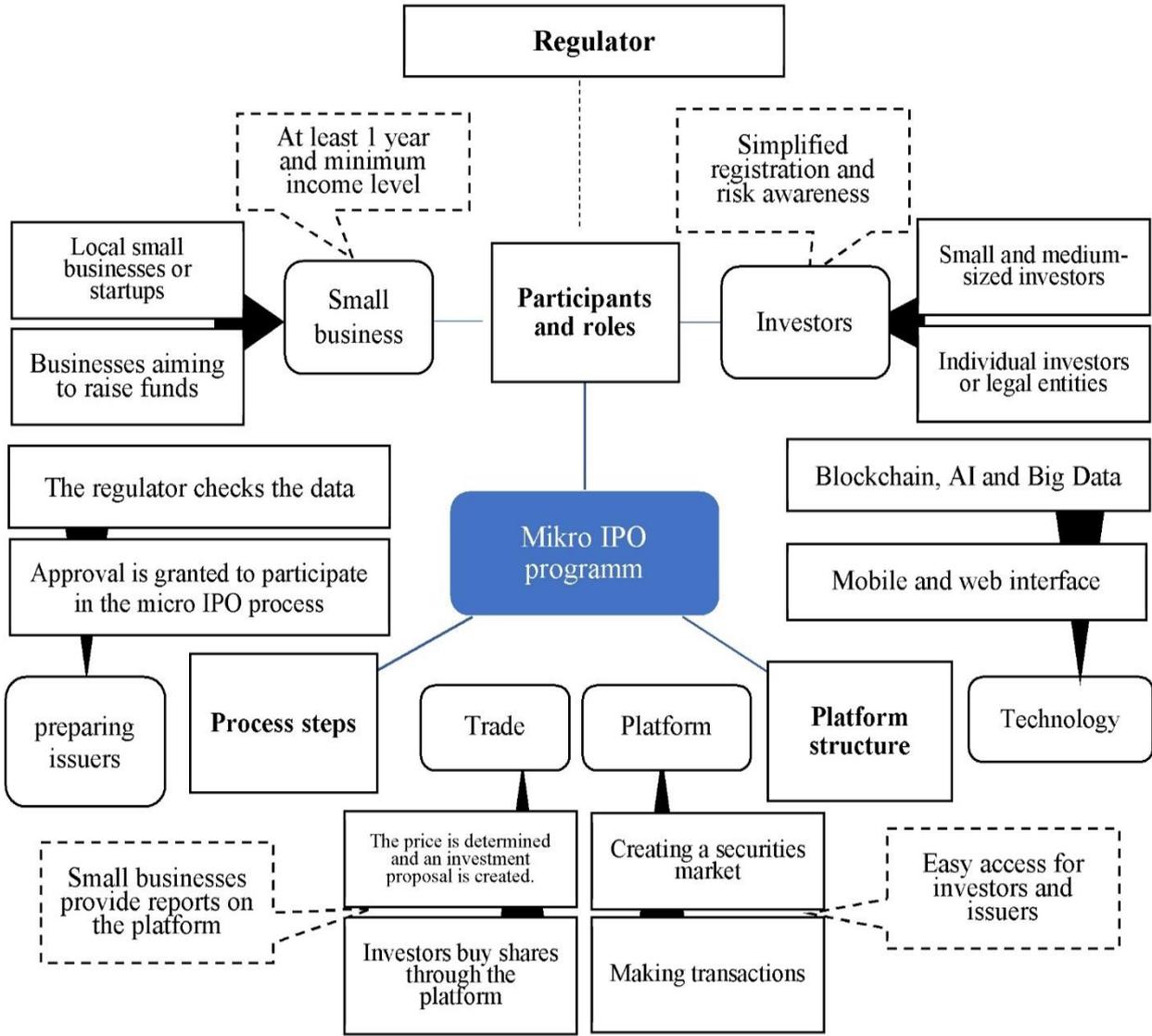


Figure 5. Mikro IPO programm model¹⁵

Ensuring their development, expanding opportunities for capital attraction and increasing competitiveness are among the pressing issues of every country. To this

¹⁵ Created by the author

end, the Micro IPO (Initial Public Offering) model is being recognized as an innovative way to effectively attract financial resources for small businesses.

The Micro IPO model involves financially strengthening small businesses by attracting them to shareholding. In this process, enterprises offer a small number of shares to the public, which also provides an opportunity for small investors to participate. The main advantage of the model is its flexibility: small businesses can attract capital at lower costs than in a large IPO.

The introduction of digital technologies, in particular, platforms based on blockchain and artificial intelligence, in the implementation of this model makes the process faster and more transparent. At the same time, tax relief and legal protection from the state encourage small businesses to use the Micro IPO model.

The Micro IPO model not only expands financial opportunities, but also helps small businesses enter global markets. This creates a favorable environment for ensuring economic stability and creating new jobs. Therefore, the introduction of this model in Uzbekistan opens up new development horizons for small businesses.

In general, small business financing regulatory reforms are aimed at supporting small business entities, expanding their financial capabilities and increasing competitiveness. These measures serve to increase the overall economic potential of small businesses.

According to the Fergana Regional Tax Department, in 2023, 76 large enterprises, 966 medium-sized and 11,510 small businesses were operating in the region. These figures were recorded in 2020 as 36 large, 337 medium-sized and 6,336 small businesses. The dissertation analyzed the financial indicators of the activities of “Global Asia Standard” LLC, “Trust Valley” LLC and “Economic Shift” LLC operating in 2019-2023. Of these, “Trust Valley” and “Economic Shift” enterprises are enterprises that have quickly reached the level of small businesses from large businesses in a short period of time.

Table 3

Analysis of financial indicators of selected small businesses¹⁶

Years	Company name	Revenue (Thousand soms)	Liquidity	Profitability	Income growth rate (percentage)
2019	“Global Asia Standart” LLC	7 383 021	3,9	0,44	0,76
	“Trust Valley” LLC	720 522	1,9	0,07	-
	“Economic shift” LLC	9 100 424	3,9	3,00	-
2020	“Global Asia Standart” LLC	6 106 227	3,2	0,36	-0,21
	“Trust Valley” LLC	7 346 154,4	3,5	0,70	0,90
	“Economic shift” LLC	10 149 877	14,8	4,07	0,10

¹⁶ Created by the author based on data from the Fergana Region Tax Department

2021	“Global Asia Standart” LLC	17 913 774	6,8	1,26	0,66
	“Trust Valley LLC	9 727 015	2,0	0,68	0,24
	“Economic shift” LLC	21 962 995	2,1	4,04	0,54
2022	“Global Asia Standart” LLC	19 001 619	2,5	0,89	0,05
	“Trust Valley” LLC	59 470 685	1,9	3,75	0,84
	“Economic shift” LLC	102 700 823	6,7	24,93	0,79
2023	“Global Asia Standart” LLC	24 600 552	1,3	0,48	0,22
	“Trust Valley” LLC	112 268 777	1,2	2,26	0,47
	“Economic shift” LLC	159 014 634	3,9	35,27	0,35

All three enterprises are showing a positive trend in growth and profitability. “Global Asia Standard” shows stable growth and financial stability, but the relatively low growth in net profit indicates difficulties in managing operating costs and liabilities. Economical Shift and Trust Valley have very high revenue and profitability indicators, demonstrating their strong position in the market.

The third chapter of the dissertation entitled “**Prospects for the development of processes of transformation of small business into large business**” presents current trends in the international market competition of small and large business, analysis and forecasting of the role of small business and large business in economic development, as well as the method of developing the transformation of small business into large business and tools are presented.

Today, small businesses are widely using digital technologies in their activities. This includes the use of digital tools such as e-commerce platforms, social media marketing and cloud computing technologies. During the pandemic, telecommuting options have been expanded, and many small businesses are now offering blended working models, which is an important factor in attracting and retaining employees. Since the operating society is the main user of small business entities, it is a matter of priority to take into account their wishes, demands and needs. In addition, the rapid development of “gig economy”, which is considered a new trend of the economy, expands the capabilities of small enterprises.

The business models of small and large businesses differ dramatically due to a number of factors, resources and strategic goals. These differences not only reflect their unique market performance and structure, but are also evident in how they manage economic growth, market expansion, and innovation processes.

Access to the stock market is of inestimable importance in increasing the competitiveness of the economy. This market, on the one hand, allows companies to attract capital, and on the other hand, creates new opportunities for investors. The

stock market is one of the most important factors in developing the competitive environment and ensuring economic growth.

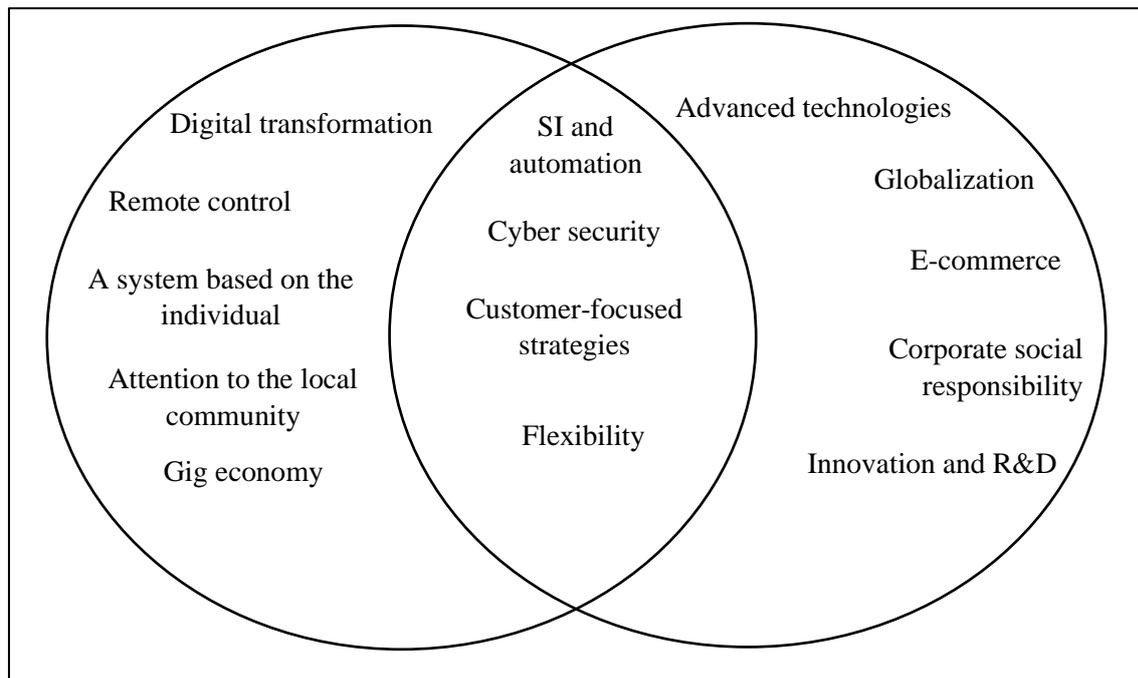


Figure 6. Modern trends of small and large business¹⁷

Small businesses typically use an informal approach to risk management. Entrepreneurs often make personal decisions and take risks because it's a necessary process for growth. Their revenue model is simpler and is based on direct sales of products or services. Large businesses have sophisticated risk management systems and analyze various market conditions and risks in advance. Their revenue models are multi-faceted and include various revenue streams, including licensing, franchising and international sales.

The research was carried out based on the data of the Statistical Agency under the President of the Republic of Uzbekistan for the period of 2010-2023. Correlation, regression, Fisher's equation, and probability of error tests were used in these analyses.

This model allows you to study economic data using statistical methods and mathematical equations, and it is as follows:

$$Y = X_1^a * X_2^b * X_3^c * e \quad (3.1)$$

Correlational analysis was conducted in order to determine the position of small business in the economy and to analyze the relationship between various indicators. According to the data presented in the table, the share of small business in GDP has a very high correlation with its share in industrial production, this correlation coefficient is equal to 0.990. This shows that as the share of small business in GDP increases, its share in industrial production increases almost at the same level. Also,

¹⁷ Created by author

the correlation of the share in GDP with the volume of investments in fixed capital is equal to 0.994, which means that as the share of small business in GDP increases, investments also increase significantly.

Table 4

Linear regression analysis¹⁸

Share of small business in GDP	Coef.	St.Err.	t-value	p-value	[95% Conf	[Interval]	Sig
Share of small business in industrial production	0.412	0.043	9.64	0	0.317	0.507	***
The volume of investments involved in the capital of small business	0.298	0.039	7.67	0	0.211	0.384	***
Number of small business enterprises	0.263	0.062	4.26	.002	0.125	0.401	***
Constant	1.334	0.618	2.16	.056	-0.043	2.712	*
Mean dependent var		12.107	SD dependent var				0.846
R-squared		0.999	Number of obs				14
F-test		3195.742	Prob > F				0.000
Akaike crit. (AIC)		-54.115	Bayesian crit. (BIC)				-51.559
*** $p < .01$, ** $p < .05$, * $p < .1$							

After checking that the reliability of the selected model is high, we can determine the forecast indicators for the period of 2024-2028. The model selected according to the results of the regression analysis can be described as follows:

$$Y = X_1^{0,41} * X_2^{0,29} * X_3^{0,263} * e^{1,33} \quad (3.2)$$

Table 5

Forecast analysis¹⁹

Years	Share of small business in GDP. Bln. Soum	Share of small business in industrial production. Bln. Soum	The volume of investments involved in the capital of small business. Bln. Soum	Number of small business enterprises
2024	560279.91	160384.78	147036.69	440929
2025	600138.49	172565.89	159432.68	465797
2026	639872.04	184746.99	171828.67	490666
2027	679494.46	196928.10	184224.67	515534
2028	719017.07	209109.21	196620.66	540403

¹⁸ Author's calculations in Stata 12

¹⁹ Author's calculations in Stata 12

The indicators in this table predict the future economic activity of the small business sector and its important role in the economy. Comprehensive growth of small business serves as an important factor in ensuring the diversification and stability of the country's economy.

During the research, a survey was conducted among the heads of 32 business entities operating in Fergana region. When studying the experience of entrepreneurs who participated in the survey, most entrepreneurs (56.3%) have 1-3 years of experience. At the same time, those with 3-5 years of experience make up a relatively large share (31.3%). Those with less experience (less than 1 year) make up 9.4%. The lowest share was among entrepreneurs with more than 5 years of experience, they were only 3.1%.

The entrepreneurial ecosystem model is of great importance in the transformation of a small business into a large business. This model includes all the elements necessary for the growth and development of small enterprises and foresees their interactions. Through this model, small businesses will have the opportunity to receive the necessary support, attract financial resources, hire qualified personnel and use the legal framework.

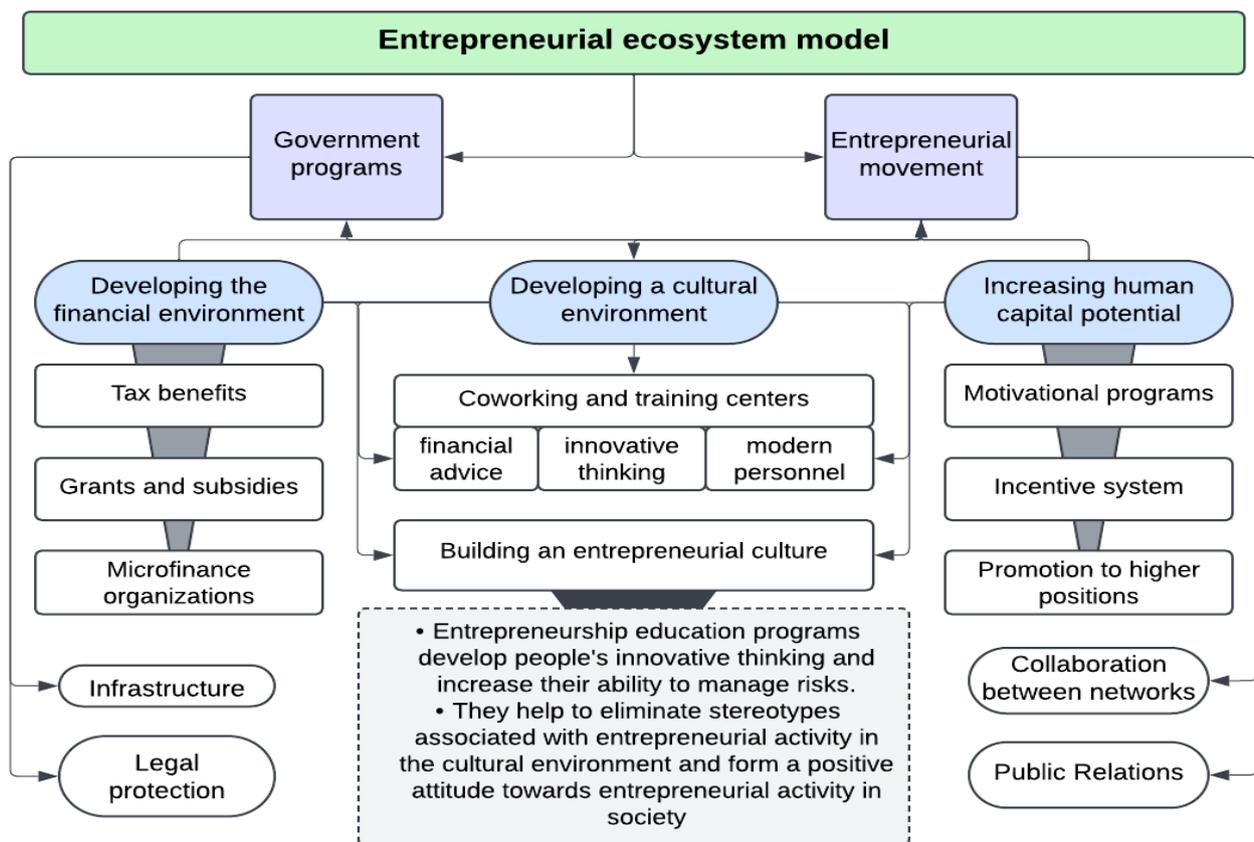


Figure 7. Entrepreneurial Ecosystem Model²⁰

The cultural environment plays an important role in the development of entrepreneurial activity. This component includes coworking and training centers, financial consulting, innovative thinking, modern personnel and the formation of an

²⁰ Created by author

entrepreneurial culture. Through coworking centers and training, small businesses can acquire new knowledge and skills. Financial consulting and innovative thinking help businesses adopt innovative approaches. Modern personnel help businesses manage businesses effectively. The formation of an entrepreneurial culture forms a positive attitude towards entrepreneurial activity in society and eliminates stereotypes. These components create a favorable cultural environment for small businesses, increasing their development opportunities. Human capital potential includes the training of qualified personnel necessary for small businesses to transform into large enterprises. This component includes motivational programs, an incentive system, promotion to higher positions, cross-sectoral cooperation and communication with the public. Motivational programs and an incentive system ensure that personnel are highly motivated and work effectively. Promotion to higher positions ensures the professional development of personnel. Inter-sectoral cooperation strengthens ties between businesses. Public relations create a favorable environment for businesses and contribute to their development.

The regulatory framework and ease of doing business are of great importance in the transformation of small businesses into large businesses. Legislation aimed at supporting entrepreneurship, incentive programs and infrastructure development create favorable conditions for small businesses. Ease of doing business and stability of legislation facilitate the process of small businesses becoming large.

In general, the entrepreneurial ecosystem model proposes to develop financial, cultural and human capital components through an integrated approach to transform small businesses into large enterprises. State programs and entrepreneurial movements create a favorable environment for small businesses and ensure their successful development by supporting these components.

If we consider foreign experience in this regard, Guangdong Province began to implement economic reforms in 1989 and after opening up to the world market, its economy developed rapidly²¹. During this period, Guangdong Province managed to create large companies and enter the list of the largest companies in the world. These experiences can be applied in our country by developing the business environment and supporting the factors necessary for the transformation of small businesses into large enterprises.

Also, in the US state of California, various forms of institutional support led to the emergence of Silicon Valley in the second half of the last century. In particular, intellectual property protection, tax incentives for the implementation of innovative developments, the formation of a capital market, and the establishment of incubators, research centers and technology parks to support new companies in the 1970s made this region the innovation center of the world.

The strategy of transforming small businesses into large businesses is necessary for the country's economic development, increasing competitiveness and improving investment attractiveness. This process will lead to positive changes not only in the business sector, but also in society as a whole by ensuring economic stability, creating new jobs and introducing technological innovations.

²¹ Institute of Forecasting and Macroeconomic Research - <https://imrs.uz/files/publications/ru/850723>

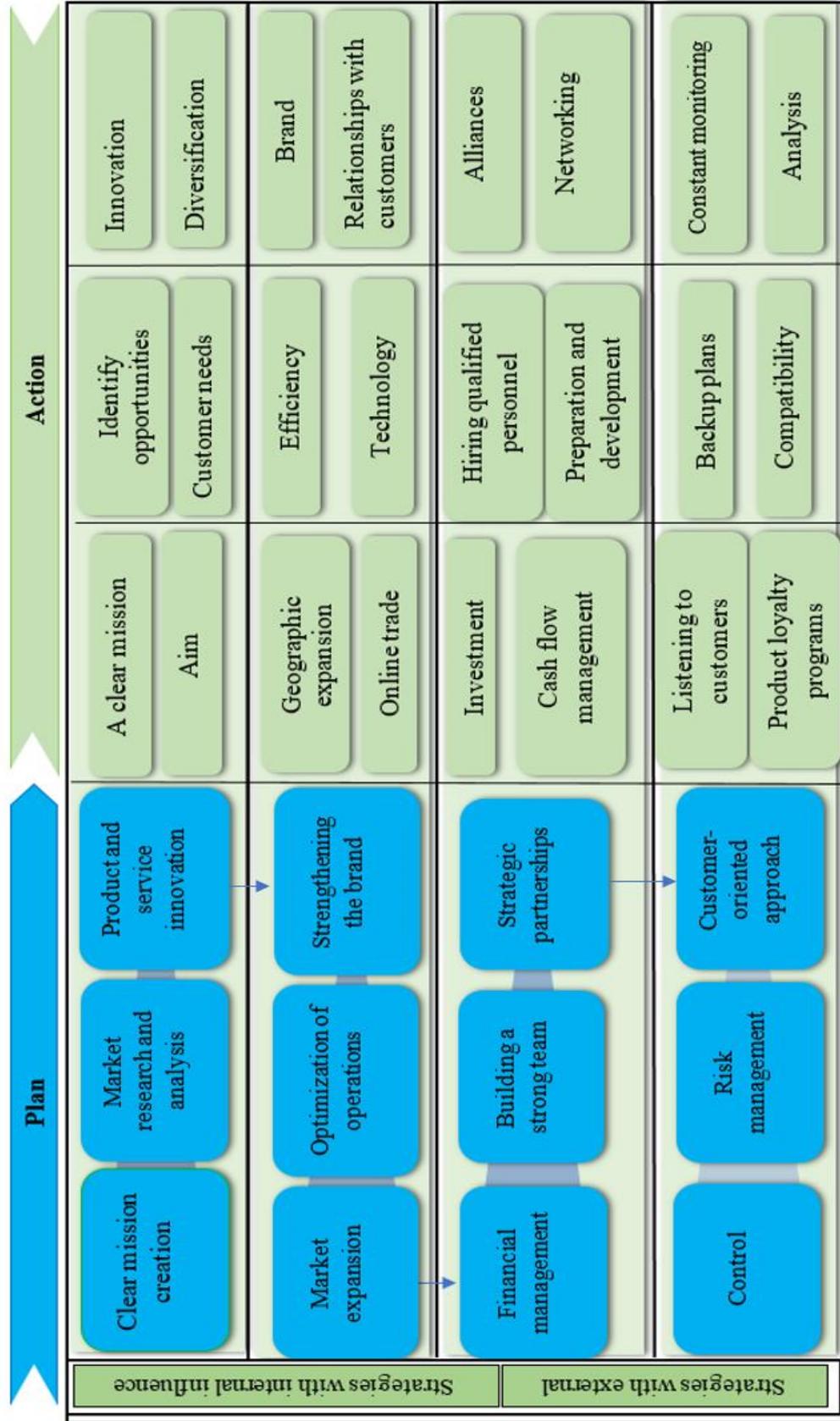


Figure 8. Small business to big business transformation strategy²²

²² Created by author

Product diversification allows you to meet the different needs of customers by creating new products or updating existing products. And geographic expansion means bringing the business into new markets, which expands the overall sources of revenue.

The process of optimizing operations also occupies an important place in the "Plan" section. This process involves revising the internal operations of the business in order to be efficient and reduce inefficiencies. By optimizing operations, the business achieves more efficient management of resources and lower costs. Brand strengthening is also important at this stage. A brand is the reputation and credibility of a business in the market. A strong brand builds trust among customers and increases demand for a business's products or services.

The "Action" part contains specific steps to be taken based on the plan. In this part, the business defines its goals and ways to realize its capabilities. In this, a deep understanding of customer needs and communication with them plays an important role. Customer feedback and suggestions are a key resource for improving business products and services. Also, the investment attraction strategy has an important place in this part. Investments help ensure financial stability of business and finance new projects. Attracting and training qualified personnel also plays a key role in the success of the business. Well-trained and skilled employees are able to increase productivity in every area of business. the market.

Technology implementation is another key factor for success in today's business environment. Modern technologies, such as artificial intelligence and data analysis, help to manage business operations more efficiently. The expansion of online sales and e-commerce also allows businesses to expand their customer base without geographic limitations. At the same time, it creates opportunities to strengthen relations through networks, that is, to develop cooperation and partnership relations with other businesses, to exchange resources and knowledge, which in turn increases the overall efficiency of business.

All these processes are extremely important, because they ensure the sustainable development of the business and strengthening its position in the market. Each stage is closely related to each other and interacts in shaping the successful future of the business. This strategic approach is of great importance in taking a business from a small level to a large corporate level.

CONCLUSION

In researching the topic of the dissertation, the following conclusions were drawn based on the theoretical, methodological and practical analysis of the improvement of the mechanisms of the processes of transformation of small business into large business in the Republic of Uzbekistan:

In the research of the dissertation topic, the following conclusions were drawn based on the theoretical, methodological and practical analysis of the mechanisms for improving the processes of transformation of small businesses into large businesses in the Republic of Uzbekistan:

1. In the process of transforming a small business into a large business, it is important to correctly assess its size. The volume of capital, market share, working

capital and the number of employees are accepted as the main criteria for measuring a small business. The volume of capital indicates the long-term development potential of the business, and the market share indicates the competitiveness of the enterprise in the market. The number of employees and working capital help determine the level of growth and expansion of the enterprise. Through these criteria, the readiness of the business for transformation is assessed.

2. The role of tax breaks and state support in the transformation of small businesses into large businesses is of great importance. Strengthening the legal framework and simplification of legislation create favorable conditions for small businesses. Tax breaks allow small businesses to direct more financial resources to their activities. State support programs help small businesses through subsidies, loans, and grants. These measures ensure the sustainable growth of small businesses and their transformation into large enterprises.

3. The United States, Russia, and the European Union have successful experience in creating the necessary conditions for the transformation of small businesses into large businesses. In the United States, large amounts of financial assistance and technical assistance are provided to small businesses. In the European Union, a strict regulatory system and a policy of tax reduction have been implemented to support small businesses. In Russia, the focus is on increasing the financial capabilities of small businesses by providing credit incentives and grants. These experiences have been studied as methods that can be used in the development of small businesses in Uzbekistan.

4. Small businesses make up the main part of the country's economy, create new jobs, and contribute to economic stability. Small businesses play an important role in raising the standard of living of the population and developing local infrastructure. They actively participate in capturing new markets, introducing innovations and increasing competitiveness. Small businesses also have the opportunity to continue their activities during economic crises due to their flexibility. These factors create the basis for small businesses to have a greater impact on the economy than large enterprises.

5. In the process of scaling up small businesses, there are problems such as limited financial resources, insufficient technological infrastructure and a shortage of qualified personnel. Lack of financial resources hinders the expansion of small businesses. Limited technological resources reduce competitiveness, as the opportunity to increase efficiency through technological innovations decreases. Lack of qualified personnel creates difficulties in improving the quality of services and ensuring the competitiveness of the enterprise. Eliminating these problems is important for the effective implementation of the transformation process.

6. Important trends for the growth of small and large businesses in the international market were analyzed. Trends such as digital transformation, the expansion of global trade routes and the development of online sales create new opportunities for small businesses. Increased competition in the international market will increase the demand for small businesses to provide quality products and services. Small businesses will also have the opportunity to market their products to international markets through digital platforms. These trends will pave the way for the development of small businesses and their transformation into large businesses.

7. Forecast indicators have been compiled on the development opportunities of small businesses until 2028. During this period, it is expected that the production volume and income indicators of small businesses will increase significantly. It is also planned to strengthen their position in local and international markets and create new jobs. Based on the forecasts, it is expected that the contribution of small businesses to the economy will increase and the process of transformation into large businesses will accelerate. This development is a necessary step to bring small businesses to international competitiveness.

8. An “Entrepreneurship Ecosystem Model” has been developed to transform small businesses into large businesses. This model is aimed at solving the political, financial, cultural and institutional problems of small businesses. The ecosystem model aims to create sustainable development opportunities for small businesses, provide access to the securities market, and strengthen partnerships.

**НАУЧНЫЙ СОВЕТ PhD.03/31.12.2020.I.130.01
ПО ПРИСУЖДЕНИИ УЧЕНЫХ СТЕПЕНЕЙ ПРИ
КОКАНДСКОМ УНИВЕРСИТЕТЕ**

КОКАНДСКИЙ УНИВЕРСИТЕТ

ХУРСАНАЛИЕВ БОБУРМИРЗО ФАРХОД УГЛИ

**УЛУЧШЕНИЕ ТРАНСФОРМАЦИИ МАЛОГО БИЗНЕСА В
КРУПНЫЙ БИЗНЕС В УЗБЕКИСТАНЕ**

08.00.15 – Экономика предпринимательства и малого бизнеса

**АВТОРЕФЕРАТ
диссертации доктора философии (PhD) по ЭКОНОМИЧЕСКИМ НАУКАМ**

Тема докторской диссертации по экономическим наукам зарегистрирована в Высшей аттестационной комиссии под номером В2023.4.PhD/Iqt3643.

Диссертация выполнена в Кокандском университете.

Автореферат диссертации размещен на трех языках (узбекском, русском, английском (резюме)) на сайте Ученого совета (www.kokanduni.uz) и на информационно-образовательном портале «ZiyoNet» (www.ziyo.net).

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Защита диссертации состоится на заседании Ученого совета Кокандского университета на основе Ученого совета PhD.03/31.12.2020.1.130.01 в «18» январь 2025 года в 10:00 часов. (Адрес: 150701, г. Коканд, Туркестан, 28А. Тел.: (99873) 545-55-55; факс: (99873) 545-55-55; e-mail: info@kokanduni.uz.)

С диссертацией можно ознакомиться в Информационно-ресурсном центре Кокандского университета (зарегистрирован под номером 03). (Адрес: 150701, г. Коканд, Туркестан, 28А. Тел.: (99873) 545-55-55; факс: (99873) 545-55-55).

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(Регистрационная выписка № 01 от «06» 2025 года)




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ВВЕДЕНИЕ (автореферат диссертации (PhD))

Цель исследования. Заключается в разработке научно-практических предложений и рекомендаций по совершенствованию механизмов процессов трансформации субъектов малого предпринимательства в Узбекистане в крупный бизнес.

Объектом исследования выступают организации, осуществляющие деятельность в сфере малого предпринимательства, осуществляющие свою деятельность на территории Ферганской области.

Научная новизна исследования заключается в следующем:

в целях поддержки трансформации субъектов малого предпринимательства в крупный бизнес разработана упрощенная программа Micro IPO для привлечения их на фондовый рынок. Данная программа позволяет эффективно привлекать финансовые ресурсы и организовывать партнерские отношения;

предложена «Модель предпринимательской экосистемы», направленная на повышение устойчивого развития и эффективности субъектов малого предпринимательства на основе институциональной структуры финансового, культурного и человеческого потенциала капитала;

на основе взаимозависимости таких основных атрибутов, как исследования, инновации, оптимизация и финансовый менеджмент, разработаны механизмы конкурентоспособности, обеспечивающие стабильное развитие субъектов малого предпринимательства и быструю адаптацию к требованиям рынка;

в результате эффективного развития малого бизнеса определены перспективы экономического роста путем определения прогнозных показателей объема производства до 2028 года

Практические результаты исследования состоит в следующем:

предлагается усовершенствовать механизм эффективного привлечения финансовых ресурсов и регулирования партнерских отношений для поддержки трансформации субъектов малого предпринимательства в крупный бизнес;

на основе институциональной структуры финансового, культурного и человеческого капитала разработана модель, направленная на повышение устойчивого развития и эффективности субъектов малого предпринимательства;

на основе взаимозависимости между основными атрибутами, такими как исследования, инновации, оптимизация и финансовый менеджмент, усовершенствованы механизмы конкурентоспособности, обеспечивающие стабильное развитие субъектов малого предпринимательства и быструю адаптацию к требованиям рынка;

в результате эффективного развития малого бизнеса определены перспективы экономического роста путем определения прогнозных показателей объема производства до 2028 года.

Внедрение результатов исследований. На основе полученных научных результатов по совершенствованию трансформации малого бизнеса в крупный бизнес:

комитет по вопросам промышленности, строительства и торговли Законодательной палаты Олий Мажлиса Республики Узбекистан от предложения о выходе на рынок ценных бумаг в целях расширения финансовых ресурсов малых предприятий для их превращения в крупный бизнес и регулирования партнерских отношений в сфере предпринимательства. посредством предложения программы Micro IPO (7/04-номер 10-74), используемой в своей деятельности;

комитетом по вопросам промышленности, строительства и торговли Законодательной палаты Олий Мажлиса Республики Узбекистан предложена возможность превращения малого бизнеса в крупные предприятия путем внедрения «Модели предпринимательской экосистемы» как институциональной структуры финансовой, культурной и человеческой В своей деятельности использовался потенциал капитала (04/7-10 - номер 74). На основании данного предложения с 2023 года увеличится прибыльность ООО «Глобал Азия Стандарт» (ООО «Глобал Азия Стандарт», от 12 сентября 2024 года №09/24-812) и ООО «Бекнур инвест импекс», действующих в Ферганской области. к 2022г. зафиксирован рост на 3,2% и 18% соответственно;

о предложении модели повышения конкурентоспособности малого бизнеса путем превращения его в крупный бизнес на основе взаимозависимости атрибутов (исследования, инновации, оптимизация, финансовый менеджмент), обеспечивающих стабильное развитие субъектов малого предпринимательства и быструю адаптацию к рынку. связи, Республика Узбекистан Использовался в деятельности Комитета по промышленности, строительству и торговле Законодательной палаты Олий Мажлиса (регистрационный номер 04/7-10-74);

на основе обеспечения стабильного и эффективного развития субъектов малого предпринимательства Комитетом по вопросам промышленности, строительства и торговли Законодательной палаты Олий Мажлиса Республики Узбекистан от прогнозных показателей объема производства до 2028 года ориентировочно) используется в деятельности.

Структура и объем диссертации. Состав диссертации состоит из введения, трех глав, заключения, списка использованной литературы и приложений. Общий объем работы составляет 140 страниц.

E'LON QILINGAN ISHLAR RO'YXATI
LIST OF PUBLICATIONS
СПИСОК ОПУБЛИКОВАННЫХ РАБОТ

I bo'lim (part I; часть I)

1. Khursanaliyev B.F. (2023). The impact of population growth on the country's economic development. *Qo'qon universiteti xabarnomasi*, 1-son, 8-11-betlar. (OAK).

2. Xursanaliyev B.F. (2024). Kichik biznesni yiriklashtirishning mavjud muammolari: yechimi va takomillashtirishning yo'llari. *Raqamli iqtisodiyot ilmiy-elektron jurnali*, 7-son, 303-314-betlar. (OAK).

3. Xursanaliyev B.F. (2024). Kichik biznes va xususiy tadbirkorlikni davlat tomonidan qo'llab-quvvatlanishida xorijiy tajriba. *Qo'qon universiteti xabarnomasi*, 10-son, 21–24-betlar. (OAK).

4. Xursanaliyev B.F. (2023). Kichik va yirik biznesni boshqarishning ilg'or xorijiy tajribalari. *Qo'qon universiteti xabarnomasi*, 7(7), 28–30-betlar. (OAK).

5. Khursanaliyev B.F. (2024). The impacting factors on small business growth. *Frontline marketing, management and economics journal*, 4(01)-v, 24-36-p.

6. Xursanaliyev B.F. (2024). Kichik va yirik biznesning iqtisodiyotga ta'siri. *Yoshlar va tadbirkorlikni qo'llab-quvvatlash – mamlakatimizda amalga oshirilayotgan islohotlarning muhim omili konferensiyasi*, 665–667-betlar.

7. Xursanaliyev B.F. (2024). Transformatsiyalash jarayonida biznes hajmini baholash yo'nalishlari. Ta'limda raqamli texnologiyalarni tadbqiq etishning zamonaviy tendensiyalari va rivojlanish omillari konferensiyasi, 28(1)-son, 23-27-betlar.

8. Xursanaliyev B.F. (2024). Biznes yuritishning me'yoriy-xuquqiy asoslari va institutsional sharoitlari. Ta'limning zamonaviy transformatsiyasi konferensiyasi. 126-130-betlar.

9. Xursanaliyev B.F. (2024). Kichik biznesni yirik biznesga transformatsiya jarayonlarini rivojlantirish istiqbollari. "Zamonaviy dunyoda ilm-fan va texnologiya" nomli ilmiy-amaliy konferensiya, 56–58 betlar.

10. Xursanaliyev B.F. (2024). Kichik va yirik biznesni xalqaro bozor raqobatlashuvidagi mavjud tendensiyalari. "Yangi O'zbekistonda tabiiy va ijtimoiy-gumanitar fanlar" Respublika ilmiy-amaliy konferensiyasi. 182-186-betlar.

II bo'lim (part II; часть II)

11. Khursanaliyev B.F., Solidjonov D. (2024). Foresight, innovation strategies, and technological guideline for turning a small business into a corporation. In *E3S Web of Conferences* (Vol. 538, p. 02015). EDP Sciences. (Scopus).

12. Xursanaliyev B.F. Yusupov A., Rasulov X. (2022). Kichik biznesning rivojlanish fenomeni. *Xorazm Ma'mun akademiyasi xabarnomasi*. 4-son. 172-175-betlar. (OAK).

13. Khursanaliyev B.F., Yusupov A. (2022). O'zbekiston Respublikasida Kichik Biznes Faoliyatining Rivojlanish Tahlili. In *E Conference Zone*. 168-170-betlar.

14. Khursanaliev B.F., Turonboyev B. (2022). Exchange rate influence on foreign direct investment: empirical evidence from cis countries. *International Journal Of Management And Economics Fundamental*, 2(04)-son, 19-28-betlar.

15. Musabekov Sh., Xursanaliyev B.F. (2023). O‘zbekiston respublikasining investitsiya siyosati. Ta’lim sifati – yangi o‘zbekiston taraqqiyotini yanada yuksaltirishning muhim omili konferensiyasi, 261–264-betlar.

16. Хурсаналиев Б.Ф., Аширалиев Р. (2021). Кичик бизнесда маҳсулот ва сервислар рекламасида ижтимоий тармоқлардан фойдаланиш. “Илм-фан муаммолари магистрантлар talqinida” mavzusidagi respublika ilmiy-amaliy konferensiyasi, 586-590-betlar.

Avtoreferatning o‘zbek, rus va ingliz tillaridagi nusxalari
Qo‘qon universitetining «Qo‘qon universiteti xabarnomasi» jurnali
tahririyatida tahrirdan o‘tkazildi

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