

kat miqyosida amalga oshirilgan tadbirlar asosiy omil hisoblangan: Jumladan:

- birinchidan, respublika aholisining oziq-ovqat mahsulotlariga bo'lgan talabini qondirish va don mustaqilligini ta'minlash maqsadida g'alla ekin maydonlarini kengaytirilishi;

- ikkinchidan, ekologik muvozanatni saqlash va tuproq unumdorligini oshirish bo'yicha olib borilayotgan chora-tadbirlar natijasida paxta yakka hokimligiga barham berish yo'nalishida olib borilgan tadbirlar;

- uchinchidan, yerlarning ekologik jihatdan buzilishi kimyoviy moddalar, mineral o'g'it va pestitsidlarni tinimsiz ishlatish oqibatida yanada kuchaymoqda[7]. Paxta ekilayotgan maydonlarga solinayotgan mineral o'g'itlarning ilmiy asoslangan nisbati buzilishi va almashlab ekish tizimi izdan chiqishi natijasida tuproq unumdorligini oshirish imkoniyatlari cheklanib qolmoqda va natijada ekin maydonlarining tuproq unumdorligi salohiyatidan foydalanish imkoni pasaymoqda.

2. Kosonsoy tumanida paxtachilikni rivojlantirish va tarmoq samaradorligini oshirishda quyidagilarga e'tibor berish lozim:

- ekin maydonlari tuproq unumdorligini oshirishning muhim omili bo'lgan almashlab ekishni ilmiy asosda joriy etish;

- almashlab ekish tizimi izdan chiqqan tumanlarda ekin maydonlariga mineral va mahalliy o'g'itlarni solishda ilmiy asoslangan nisbatlarga e'tibor qaratish va boshqalar.

3. Hozirda paxtachilikka ixtisoslashgan fermer xo'jaliklarida paxta yetishtirishda ularning joylashgan hududlari ham paxtachilik iqtisodiga turli xil ta'sir ko'rsatmoqda. Lekin, fermer xo'jaliklarida paxtachilik tarmog'i iqtisodiy samaradorligini oshirishga va xo'jaliklarning moliyaviy barqarorligini ta'minlashga qaratilgan tadbirlar qatorida ekin maydonlarida faqat davlat buyurtmasiga paxta va g'alla yetishtirish bilangina chegaralanmay xo'jaliklar moliyaviy holatini yaxshilash maqsadida ko'proq foyda keltiruvchi ekinlarni joylashtirishga e'tibor qaratish maqsadga muvofiq.

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**YAPONIYANING ILG'OR TAJRIBALARIDAN FOYDALANGAN HOLDA O'ZBEKISTON  
AVTOMOBILSOZLIK SANOATINING BARQAROR RIVOJLANISHINI QO'LLAB-QUVVATLASH UCHUN  
BARQAROR TA'MINOT ZANJIRINI YARATISH**

**Xakimova Shahnoza Nuraliyevna -**

*Toshkent davlat iqtisodiyot universiteti doktorant,*

**Umarhodjayeva Muyassar Ganiyevna -**

*dotsent, i.f.n. Toshkent davlat iqtisodiyot universiteti*

**Annotatsiya.** Ta'minot zanjiri barqarorligi tobora ko'proq kompaniyalar barqarorligining asosiy tarkibiy qismi sifatida tan olinmoqda. Ushbu tadqiqot kompaniyalarni barqaror ishlash ta'minoti zanjiri amaliyotini yaxshiroq rejalashtirishda kompaniyaning faoliyatini yaxshilash uchun qo'llab-quvvatlashga qaratilgan. Izlanish natijalari shuni ko'rsatadiki, Toyota ishlab chiqarish tizimining asosini Kaizen tashkil etadi: doimiy ravishda takomillashtirish jarayonida chiqindilarni yo'q qilish va doimiy ravishda yuqori sifatga mutloq konsentratsiya. Topilmalar Toyota kompaniyasining ishlab chiqarish tizimidan butun yetkazib berish zanjiri davomida raqobatbardosh ustunlik manbai sifatida qanday foydalanishi mumkinligini namoyish etadi. Shunga ko'ra, "Kaizen" Yaponiyaning eng yaxshi amaliyoti sifatida O'zbekiston avtomobilsozligini barqaror ta'minot zanjirini qo'llab-quvvatlashga undaydi.

**Kalit so'zlar:** Barqaror ta'minot zanjiri, "Kaizen" yondashuvi, doimiy takomillashtirish, Yaponiya tajribasi, avtomobilsozlik, barqaror rivojlanish.

**СОЗДАНИЕ УСТОЙЧИВОЙ ЦЕПОЧКИ ПОСТАВОК ДЛЯ ПОДДЕРЖКИ УСТОЙЧИВОГО РАЗВИТИЯ АВТОМОБИЛЬНОЙ ПРОМЫШЛЕННОСТИ УЗБЕКИСТАНА С ИСПОЛЬЗОВАНИЕМ ПЕРЕДОВОГО ОПЫТА ЯПОНИИ**

**Хакимова Шахноза Нуралиевна -**  
Ташкентский Государственный  
Экономический Университет докторант,  
**Умарходжаева Муассар Ганиевна -**  
доцент, к.э.н. Ташкентский Государственный  
Экономический Университет

**Аннотация.** Устойчивость цепочки поставок все чаще признается ключевым компонентом устойчивости компаний. И это исследование направлено на то, чтобы помочь компаниям лучше планировать свои практики в области устойчивой цепочки поставок для повышения эффективности компании. Исследование показывает, что в основе производственной системы Тойота лежит «Кайдзен»: устранение отходов и абсолютная концентрация на неизменно высоком качестве за счет процесса постоянного совершенствования. Полученные данные показывают, как Тойота может использовать свою производственную систему в качестве источника конкурентного преимущества во всей цепочке поставок. Соответственно, «Кайдзен» как передовой опыт Японии мотивирует автомобильную промышленность Узбекистана поддерживать устойчивую цепочку поставок.

**Ключевые слова:** Устойчивая цепочка поставок, подход «Кайдзен», постоянное совершенствование, японский опыт, автомобильная промышленность, устойчивое развитие.

**CREATING A SUSTAINABLE SUPPLY CHAIN TO SUPPORT THE SUSTAINABLE DEVELOPMENT OF THE AUTOMOTIVE INDUSTRY OF UZBEKISTAN BY USING JAPANESE BEST PRACTICES**

**Khakimova Shakhnoza Nuraliyevna -**  
Tashkent State University of Economics doctoral student,  
**Umarhodjayeva Muyassar Ganiyevna -**  
assistant professor, PhD  
Tashkent State University of Economics

**Abstract.** Supply chain sustainability is increasingly recognized as a key component of the sustainability of companies. And this research aims to support companies in better planning their Sustainable Supply Chain practices to improve the company's performance. The study shows at the core of Toyota Production System is Kaizen: elimination of waste and absolute concentration on consistently high quality by a process of continuous improvement. The findings illustrate how Toyota is able to use its production system as a source of competitive advantage throughout its supply chain. Accordingly, "Kaizen" as the best practice of Japan motivates the automotive industry of Uzbekistan in supporting the sustainable supply chain.

**Keywords:** Sustainable Supply Chain, the approach of "Kaizen", continuous improvement, Japanese experience, automotive industry, sustainable development.

**Introduction.** Sustainability in the automotive industry involves a comprehensive view of planet- and human friendly operations, processes, products, and services. Supply chain sustainability is increasingly recognized as a key component of sustainability of companies. Managing the social, environmental and economic impacts of supply chains, and combating corruption, makes good business sense as well as being the right thing to do. However, supply chains consist of continuously evolving markets and relationships. The objective of supply chain sustainability is to create, protect and grow long-term environmental, social and economic value for all stakeholders involved in bringing products and services to market. In addition, companies are increasingly taking actions that result in better social, economic and environmental impacts because society expects this and because there are business benefits to doing so. By managing and seeking to improve environmental, social and eco-

nomical performance and good governance throughout supply chains, companies act in their own interests, the interests of their stakeholders and the interests of society at large.

**Literature review.** Over the years, research in SSCM practices in the context of various industrial fields has increased dramatically. Previous studies have focused on the economic issues of supply chains integrating environmental/green issues with the resulting sustainable SCM. For instance, Saeed and Kersten [7, p.1137] tried to classify and identify drivers to SSCM practices; Jabbour et al. [5, p. 793-801] showed the effect of the human side of dimensions for circular economy practices for SSCM practices; Huo et al. [4, p. 152-166] investigated how green processes influence sustainability in social, environmental and economic performance; Cole and Aitken [1, p. 1-12] showed the role of intermediaries in achieving sustainability in supply chains. So my research will be directed to find the

factors of three performance which can support the sustainable economic development of the company, as Huo and ets. observed from three pillars, economic, social, and environmental. From the above-mentioned problems with suppliers in the Uzavto-sanoat JSC through creating a sustainable supply chain will we able to follow economic development or not? Is it possible to form a model of sustainable economic development of enterprise based on sustainable supply chain practices?

**Main part.** To understand how organizations can accelerate their sustainability strategy and deliver their goals, we wanted to identify the best practices of the organizations that are leading in automotive field.

Although the industrial and economic conditions in Uzbekistan and Japan are quite different, we can apply the Japanese practices in sustainable supply chain of automotive industry to Uzbekistan.

Japan's powerful industrial potential based on the most advanced scientific and technological solutions turns this country into an important partner that capable of playing a positive role in the economic development and technological modernization of Uzbekistan. Although the geographic and industrial situation of the two countries differs, Japan regards Uzbekistan as a key state in the Central Asian region in terms of geographic location and economic potential. Thanks to financial and technical cooperation with Japan, some socially significant and infrastructural projects in the energy, mining, mechanical engineering, chemical industry, agriculture, textile industry, tourism, and other priority areas are supported with advanced technologies from leading Japanese companies.

The diversity of supply chains has become more and more valuable in global trade in recent years. With the successful implementation of all agreements, Uzbekistan has real opportunities for more direct and visible integration into the existing supply chains of large companies. In this regard, the issues of improving the supply chain system based on studying the advanced experience of Japan and considering the possibilities of adapting it to the conditions of Uzbekistan remain relevant.

Now companies of Uzbekistan seeking to expand their supply chain presence in Japan have a different set of mandates. Building Japanese cultural considerations into their global strategies is particularly vital. One way to do this is to work more closely with intermediaries such as trading agents, which have a great deal of "pull" in Japan. More disciplined transportation operations may also be required since extremely tight delivery windows are common in Japan. Applying metrics-based, continuous improvement programs to the supply chain should be another high priority. For both sides, Japan's value is exceeded only by its potential. And

any strategy seeking to maximize the latter must include a commitment to supply chain excellence.

The introduction of Japanese experience related to supply chains, by the provisions of the fair distribution of operations at the regional and country levels, is especially important in improving the well-being of people, including achieving parity, ensuring sustainability in the development of national companies.

**Research methodology.** A case study investigation was carried out on Japan automotive company. The reason was to investigate the impact of sustainability practices to facilitate the organization's effectiveness and promote supply chain operations. Data collection strategy was through simultaneously observing and taking notes to gain a clear perception of the company's activities.

This research aims to support companies in better planning their Sustainable Supply Chain practices to improve the company's performance. Next questions motivate this work:

**RQ:** Where do stands collaboration opportunities between Japan and Uzbekistan companies to improve sustainability in their supply chains?

To achieve RQ, we develop and offer the research hypothesis to the sustainable development goals and the creating a sustainable supply chain.

**H1.** "Kaizen" as the best practices of Japan motivate the automotive industry of Uzbekistan in supporting the sustainable supply chain.

There some interpretations to "Kaizen":

- Kaizen = Systematic problem solving for continuous improvement.
- At the most important time (disaster crisis), kaizen shows its greatest value (safer workplaces & quicker recovery).
- Kaizen activities directly contribute to disaster risk mitigation.
- Kaizen activities are directly useful in disaster response/recovery [2, p. 107-126]
- Case studies of Toyota, Honda, Aisin Seiki, Riken, Epson, and Renesas show Pursuing Daily Operational Excellence (in other words, capability-building by pursuing kaizen day-by-day) was found to be the most critical factor for successfully managing Supply Chain risk [9].

The findings of this study illustrate how Toyota is able to use its production system as a source of competitive advantage throughout its supply chain. Toyota's production system has propelled it to become the world's 4th largest car manufacturer, in sales, behind General Motors, Ford, and Daimler Chrysler.

Toyota is now regarded as one of the highest quality automakers in the world because of its' continuous improvement process. The automotive industry supply chain is divided into three main

parts: Original Equipment manufacturers (OEMs), first tier suppliers, and second tier suppliers. Examples of OEM's include Toyota, General Motors, and Ford. Today, OEMs focus on parts and services which they have a clear competitive advantage and are outsourcing other work to suppliers. The first tier of the supply chain consists of several hundred companies. First tier suppliers can produce anything ranging from an individual part for a major system or as integral as the entire axle assembly. Many the 1<sup>st</sup> tier suppliers are increasing their input into designing and manufacturing complete modules or systems for OEMs rather than just building parts. Often First tier suppliers usually work for multiple OEMs. For example, TRW

conducts 23 percent of its business with Ford and 10 percent with General Motors.

Second tier suppliers are composed of thousands of smaller companies that work with OEMs only indirectly via other suppliers. An exception would be the 1<sup>st</sup> tier supplier who also operates on the second tier by supplying parts to rivals on the first tier.

Second tier suppliers are relatively smaller companies that supply components or modules to first tier suppliers without having much interaction with OEMs. Third tier suppliers are usually second tier suppliers supplying parts to a rival second tier supplier. The following figure illustrates the typical supply chain structure for the automotive industry:

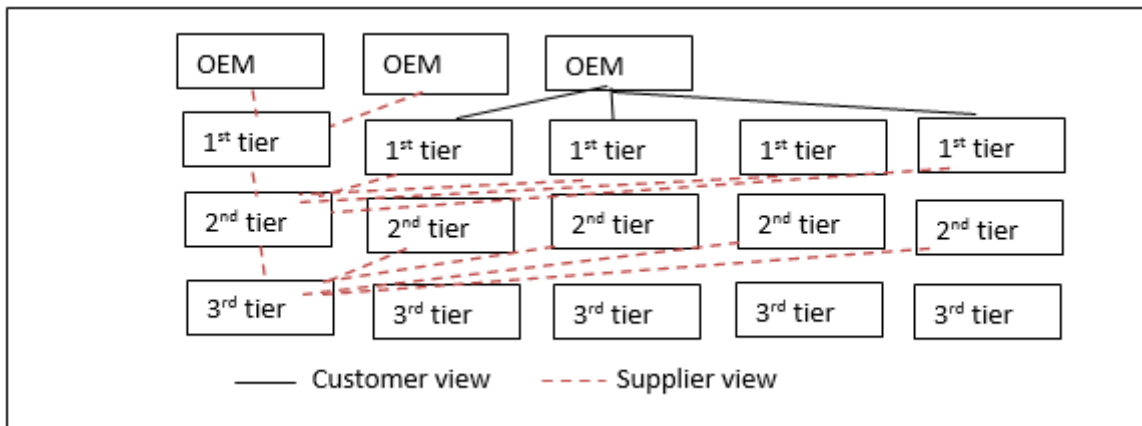


Figure 1. Supply chain structure in the automotive industry [8, p.3].

OEM's and suppliers must work together to find equitable solutions to improve both value and profitability. Manufacturers and suppliers are now located within close proximity of one another in order to reduce transportation costs throughout the supply chain [8, p.3].

At the core of Toyota Production System is Kaizen: elimination of waste and absolute concentration on consistent high quality by a process of continuous improvement.

Kaizen is a Japanese term for incremental improvement process. Taiichi Ohno was inspired to implement Kaizen at Toyota by the company suggestion system at Ford. Here, Ohno paired teams of assembly workers with industrial engineers to facilitate suggestions on ways to improve manufacturing processes. Through Kaizen key members of the production process collectively come up with ways to improve quality, efficiency, and the work environment. By indoctrinating employees into the improvement frame of mind, employees are able to identify opportunities for improving their jobs. Through Kaizen, Toyota creates ownership for workers to maintain standard work. In 2001, Toyota received over 100,000 improvement

suggestions from employees, 98% of which were used resulting in a savings of \$18,000,000, and returned \$3,000,000 for individual awards of \$25 to \$25,000.88 [3, p. 96-104].

Bringing the quality characteristics of manufactured products to a competitive level within the framework of market globalization can be ensured by introducing the principles of lean production, built on the basis of the best experience of leading companies.

Due to the defective functioning of the lean production system at the production sites of Uzavtosanoat JSC, a number of problems are observed, namely:

Loss to recheck quality control;

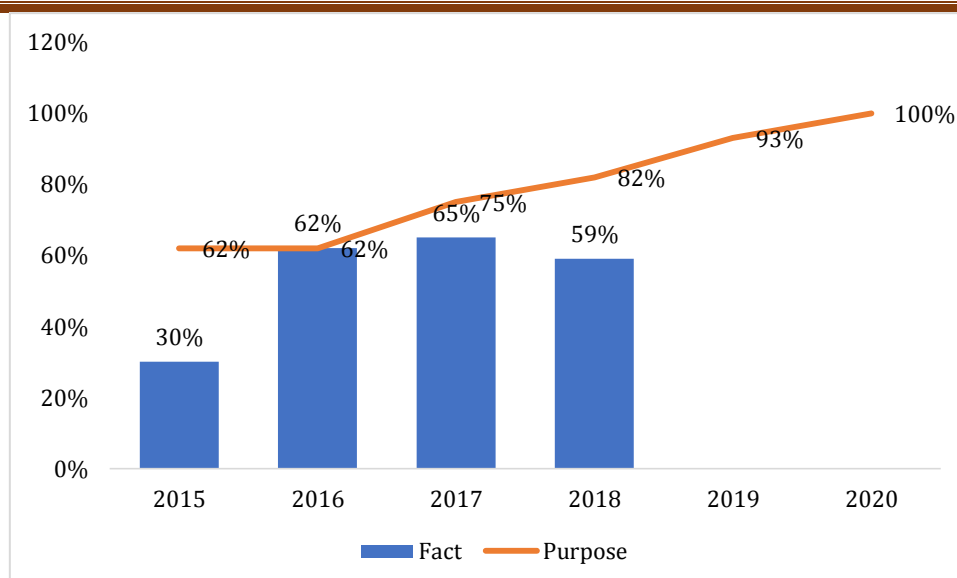
- low equipment availability;

- an increase in the cost of the product due to improper production planning

- high level of finished goods stocks.

- Poor performance

In addition, at the moment, the average level of implementation of BIQS (embedded quality system at the supplier) at localization enterprises (Fig.2) [10]:



**Figure 2. The average level of implementation of BIQS (embedded quality system at the supplier) at localization enterprises [10]**

Poor implementation of this system at Uzavtosanoat JSC is reflected in operating localization enterprises and in the head plant of indicators.

**Table 1**

**Operational indicators of Uzavtosanoat JSC [10]**

Uzavtosanoat JSC	USD million
Lost profit due to production line stoppages in 2018 (72% uptime)	21
Possibility of freeing up funds by reducing stocks (including localization companies) (lead time reduction)	30
Potential savings by reducing logistics costs by 5% (LMS)	6

Totally 57 million USD Uzavtosanoat JSC lost in 2018 according to three factors. This table shows that localization of raw materials, reducing logistics costs by implementing IT software, and the support

of the non-stop production process will decrease the extra expenses of the company. So, the next table 2 with the given indicators stresses the number of extra expenses by some factors.

**Table 2**

**Extra expenses of Uzavtosanoat JSC [10]**

Localization enterprises	USD million
The amount of penalties issued for stopping the line due to late delivery	7,9
The amount of penalties for stopping the line due to quality problems of components	0,5
The cost of returning defective parts	0,6

To solve all of the above problems, as well as to bring the company to a higher level, including entering international markets, it is necessary to take measures to introduce the Kaizen continuous improvement system, which will serve as one of the best ways for further improvement and will contribute to maintaining the company's sustainability, and exactly:

- improve management engagement
- training of highly qualified personnel
- increase the efficiency of processes
- improve the culture of quality

- using proactive methods
- development of innovative ideas
- pay special attention to the expansion and development of structural divisions "Engineering Products", "Quality of Suppliers" and "Production Technology"

**Results and Discussion.** Uzavtosanoat JSC does not have a single structure for making purchases and has a generalized idea of all its costs, since purchases are carried out by many enterprises independently of each other and outside the framework of any single procedure or information

base. Often, the enterprises that are part of Uzavtosanoat JSC, due to the absence of a centralized procurement regulator, can supply the same type of materials or services from different suppliers and, accordingly, at different prices and conditions. As a result, JSC "Uzavtosanoat" hardly manages to keep track of the volume of its own expenses and the number of its suppliers, as well as to determine the optimal suppliers of specific materials or services for all enterprises in the industry. Against the background of such a lack of a unified procurement system (policy), the organization as a whole, and sometimes enterprises, becomes increasingly difficult to adhere to strategic goals and priorities. A possible improvement in this direction is the creation of a centralized procurement management, supply and logistics system at Uzavtosanoat JSC, which will regulate key and strategic purchases of enterprises that are part of the organization.

Only through the centralized implementation of basic purchases is it possible to optimize costs by 20%.

The current procurement system and localization processes in the enterprises of Uzavtosanoat JSC does not provide the required level of transparency and openness. Often, procurement tenders take place between a pre-prepared and knowledgeable circle of potential suppliers. This, in turn, is a critical obstacle to choosing the optimal supplier that exists in the market, which does not participate in the tender due to lack of information. Participation of interested parties in the procurement process should be regulated in a certain way. This requires the creation of formal communication channels, centralized databases and public portals through which suppliers or other entities can send requests and receive the necessary data. Exchange process information will allow to more effectively coordinate the interests of the parties involved.

In a complex and competitive environment, such as today, where the supply chain is a critical tool for increasing the competitiveness of an organization, an effective supply chain strategy is imperative for vehicle manufacturers and component manufacturers to meet changing customer demands. Most localization companies lack a systematic approach to the production planning and order fulfillment process. The creation of a unified organizational structure of the supply and logistics system in all localization enterprises will make it possible to effectively control this process.

The inconvenient geographic location of the country contributes to high logistics costs. Nevertheless, it is possible to reduce transport costs by the following solutions:

- Creation of our own logistics company, cargo terminal and storage facilities;
- Development of packaging engineering;

- Centralization of logistics processes for all enterprises;

- Development of Lean Supply Chain Management by using the world's best practices.

The above solutions can significantly improve the current situation of logistics enterprises and supply chain processes:

- Reduction of tariffs for local transportation (10-12%);

- Savings of about 5% of the current packaging costs;

- Achievement of packing density up to 90%, filling of containers up to 85%;

- Achievement of savings of about 10-12% of the volume of current logistics costs;

- Avoiding losses and unplanned (including air) logistics costs;

- Optimal spending of funds for planning stocks of raw materials and supplies.

**Conclusion.** In Uzavtosanoat JSC, optimization of procurement, supply systems and logistics is the most important lever for increasing efficiency (since more than 80% of the turnover of funds falls on this direction). To achieve maximum efficiency, the enterprises that are part of Uzavtosanoat JSC should centralize and systematize information on procurement costs, stimulate the desire for improvement, optimize procurement procedures and improve the corresponding organizational model. The potential for cost savings from optimizing procurement, supply chain and deep localization is enormous.

In this conclusion, we would like to highlight Toyota's strategic approach to the principles of supply chain management. The following is a summary:

- Take a holistic view of the comprehensive structure of the supply chain, which includes the following:

- Supply chain-oriented design of products, plants, and packaging

- Streamlined inbound and outbound logistics

- Limited number of suppliers that are in close proximity to the plant or cross-dock

- Integrated supply chain and kaizen processes across the extended enterprise

- Consider having suppliers and dealers as partners. Work closely with them to operate the supply chain effectively and efficiently.

- Diligently pursue corporate responsibility of the supply chain to the society.

- Break down the walls between functional groups within the supply chain to guarantee that overall supply chain efficiency takes precedence over local efficiencies; in other words, the whole is greater than the sum of the parts.

• Provide leadership and direction for development, experimentation, and growth to the extended enterprise [6, p.51].

By changing the mindset, using the world's best practices such as the Kaizen philosophy, and constantly evolving, the industry will be able to

achieve its goals. By preventing losses, JSC "Uzavtosanoat" can achieve its goals.

We found that best practices of Toyota Supply Chain Management will be useful in improving the business supply chain processes in automotive companies of Uzbekistan.

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## АВТОМОБИЛЬ ТРАНСПОРТИ КОРХОНАЛАРИ ФАОЛИЯТИ САМАРАДОРЛИГИНИ ОШИРИШ

**Абдурашидова Нигора Алишеровна -**

*Тошкент давлат итисодиёт университети докторанти*

**Аннотация.** Мақолада автомобиль транспорти корхоналари фаолияти самарадорлигини ошириш ва тизимини ривожлантиришга қаратилган ёндошувлар баён қилинган. Автомобиль транспорти корхоналари фаолияти самарадорлигига таъсир этувчи ташқи ва ички омиллар аниқланган. Замонавий автомобиль транспорти корхоналарининг ривожланишида инсон капиталининг аҳамияти очиб берилган.

**Калит сўзлар:** Аутсорсинг, рақобат, автотранспорт, логистика, хизмат кўрсатиш, имконият, фаолит, корхона.

## ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ АВТОМОБИЛЬНЫХ ПРЕДПРИЯТИЙ

**Абдурашидова Нигора Алишеровна -**

*Ташкентский государственный экономический университет, докторант*

**Аннотация.** В статье описаны подходы к развитию автотранспортной системы. Выявлены преимущества и недостатки использования услуг аутсорсинга на автотранспортных предприятиях. Выявлены преимущества современных автотранспортных предприятий перед традиционными автотранспортными предприятиями.

**Ключевые слова:** Аутсорсинг, конкуренция, транспорт, логистика, услуги, возможности, активность, предприятие.

## INCREASING THE EFFICIENCY OF MOTOR VEHICLE ENTERPRISES

**Абдурашидова Нигора Алишеровна -**

*doctoral student of Tashkent State University of Economics*

**Annotation.** The article describes the approaches aimed at improving the efficiency and development of the system of road transport enterprises. External and internal factors affecting the efficiency of road transport enterprises have been identified. The role of human capital in the development of modern road transport enterprises is revealed.

**Key words:** Outsourcing, competition, transportation, logistics, service, opportunity, activism, enterprise.