

ECONOSCITECH INTEGRATION

ISSUE
7

INTERNATIONAL SCIENTIFIC
ELECTRONIC JOURNAL



**TASHKENT STATE
UNIVERSITY OF ECONOMICS**



**American University
of Technology**

Powered by Arizona State University®

ISSN: 3060-5075



Acceptance of articles

PUBLISHED EVERY MONTHLY



ARTICLE CONTRIBUTORS

**PROFESSORS-TEACHERS, SPECIALISTS
AND SCIENTIFIC RESEARCHERS.**



Google
Scholar

**Academic
Resource
Index**
ResearchBib

BASE

OpenAIRE



**Digital
Object
Identifier**

OPEN ACCESS

CONTACT:



+998 94 3540880



<https://econoscitech-integration-journal.uz>



2026

**EDITOR-IN-CHIEF:**

Zufarova Nozima Gulamiddinovna
DSc., Dean of Tourism Faculty, TSUE

DEPUTY EDITOR-IN-CHIEF:

Makhmudov Nosir Makhmudovich
DSc., Prof., Academician

DEPUTY EDITOR-IN-CHIEF:

Suyunov Dilmurod Xolmurodovich
Doctor of Economics (DSc), Professor,

DEPUTY EDITOR-IN-CHIEF:

Allayarov Shamsiddin Amanullayevich
doctor of economics (DSC), professor

RESPONSIBLE SECRETARY:

Otaboyev Axmed Maxsudbek o'g'li
TSUE independent researcher

THE SCIENTIFIC-POPULAR
ELECTRONIC JOURNAL
"ECONOSCITECH-INTEGRATION"
HAS BEEN REGISTERED UNDER
THE NUMBER C-5669651 BY THE
AGENCY FOR INFORMATION AND
MASS COMMUNICATIONS (AOKA)
OF THE REPUBLIC OF UZBEKISTAN,
EFFECTIVE FROM OCTOBER 9, 2024.

In accordance with Resolution No. 384/6 dated April 10, 2026, issued by the Presidium of the Supreme Attestation Commission under the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, this journal is included in the list of recommended international scientific publications for publishing the primary research findings of doctoral dissertations in the field of Economic Sciences.

Partners: Tashkent State University of Economics / American University of Technology in Tashkent (AUT)

Electronic publication. Issue 7. 374 pages.
Approved for publication in July 2026.

Editorial Board Members:

Sharipov Kongratbay Avezimbetovich,
Doctor of Technical Sciences (DSc), Professor



Teshabayev To'liqin Zakirovich,
Doctor of Economic Sciences (DSc), Professor



Said Irandoust,
Doctor of Chemical Engineering Sciences,
Professor



Abdurakhmanova Gulnora Kalandarovna,
Doctor of Economic Sciences (DSc), Professor



Khudoykulov Sadirdin Karimovich,
Doctor of Economics, (DSc), Professor



Tokunaga Masahiro,
professor, PhD of Economics of the Faculty of
Business and Commerce



Debasis Das,
professor Department of Computer Science



Nitin Goje,
professor and Program Lead - Computer Science



Nargizakhon Shamshieva
Doctor of Economic Sciences, Professor



Rakhmonov Norim Razzakovich,
Doctor of Economic Sciences (DSc), Professor

Bayxonov Bahodirjon Tursunbayevich
Doctor of Science (DSc), Professor



Shomurodov Ravshan Tursunkulovich,
PhD, Associate Professor



Boymuratov Abduraxmat Djumayevich
Doctor of Philosophy (PhD) in Economics



Sharopova Nafosat Radjabovna
DSc, Associate Professor



Sultanova Kamila Mukhtorali Kizi
Master of Science

CONTENTS

RECONCEPTUALIZING HIGHER EDUCATION MARKETING IN THE ALGORITHMIC ERA: INSTITUTIONAL GENERATIVE AI AND MULTIDIMENSIONAL UNIVERSITY BRAND EQUITY	10
Nozima Zufarova	
DEVELOPMENT OF WAREHOUSE AND INVENTORY MANAGEMENT IN MANUFACTURING ENTERPRISES	16
Maxmidov Shirinboy Botirovich	
IMPROVING THE MECHANISM FOR ENHANCING THE POTENTIAL OF OIL AND GAS INDUSTRY ENTERPRISES IN UZBEKISTAN	25
Bekmuhamedova Malika Iskandarbekovna	
IMPROVING THE METHODOLOGY OF ARTIFICIAL INTELLIGENCE-BASED MARKETING DECISION-MAKING IN CONSTRUCTION MATERIALS MANUFACTURING ENTERPRISES	30
Uzakova Umida Ruzievna	
ORGANIZATIONAL AND ECONOMIC ASPECTS OF IMPROVING THE QUALITY OF DIGITAL SERVICES IN THE HIGHER EDUCATION SYSTEM	37
Berdiev Sunnatullo Alikulovich	
GLOBAL JUSTICE CODE AND GLOBAL JUSTICE INDEX: A CONCEPTUAL FRAMEWORK FOR GLOBAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT	43
Alimov Nasimjon Hoshimovich	
IMPROVING THE MECHANISMS FOR MANAGING THE PROCESS OF DIVERSIFYING HOTEL SERVICES BASED ON INTERNATIONAL STANDARDS (USING THE FERGANA VALLEY AS AN EXAMPLE)	50
Sevarakhon Dehqonova Fatxitdin qizi	
DOES INVESTMENT SOURCE DIVERSIFICATION IMPROVE FARM PERFORMANCE? EVIDENCE FROM HORTICULTURAL PRODUCERS IN UZBEKISTAN	56
Jalilov Shohruh Zafar o'g'li	
SPECIFIC ASPECTS OF PREPARING AN AUDIT OPINION AND REPORT BASED ON ESG AUDIT RESULTS.....	65
Sayfullayev Mekhroj Sayfullayevich	
THE ROLE AND IMPORTANCE OF THE MULTIFACTOR DEVELOPMENT MODEL IN THE ECONOMIC DEVELOPMENT OF THE INDUSTRIAL SECTOR.....	70
Ne'matov Shokhruxbek Ma'murjon o'g'li	
IMPROVEMENT OF ACCOUNTING AND AUDITING OF ENVIRONMENTAL ACTIVITIES IN BUILDING MATERIALS INDUSTRY ENTERPRISES	75
Mirzaev Komiljon Abdullajonovich	
THEORETICAL EVOLUTION OF COMPETITIVENESS AND ISSUES OF THE TERRITORIAL COMPETITIVENESS OF SMALL BUSINESSES.....	82
Mamatkulova Kh. N.	
СОВРЕМЕННОЕ СОСТОЯНИЕ И АНАЛИЗ ЭКОНОМИЧЕСКОГО ПОТЕНЦИАЛА АО «УЗБЕКНЕФТЕГАЗ»	87
Бекмухамедова Малика Искандарбековна	
ОЦЕНКА ВЛИЯНИЯ ИННОВАЦИОННОЙ АКТИВНОСТИ НА РАЗВИТИЕ СОЦИАЛЬНОГО СЕКТОРА ЭКОНОМИКИ: ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ.....	95
Холмуратов Жахонгир Салимбек ўғли	

FOREIGN EXPERIENCE IN SUPPORTING SMALL BUSINESS ENTITIES AND OPPORTUNITIES FOR ITS APPLICATION.....	104
Botir Baxtiyorovich Ganiyev	

CONTENTS

FOREIGN EXPERIENCE IN SUPPORTING SMALL BUSINESS ENTITIES AND OPPORTUNITIES FOR ITS APPLICATION



Botir Baxtiyorovich Ganiyev
Doctoral Student, Namangan State Technical University

Abstract. This article examines international experience in supporting small business entities and the opportunities for applying this experience under current economic conditions. In particular, the institutional, financial, innovation-related, and infrastructural support mechanisms aimed at developing small businesses in the United States, European Union countries, Germany, Japan, and South Korea are analyzed. Based on the research findings, priority areas for adapting advanced foreign practices to the conditions of Uzbekistan, particularly the Namangan Region, are substantiated. Scientific and practical recommendations are developed to enhance the competitiveness of small business entities, expand access to financial resources, stimulate innovative activity, and improve entrepreneurial infrastructure.

Keywords: small business, business entities, foreign experience, market infrastructure, institutional support, innovation, financial mechanisms, competitiveness.

Аннотация. В статье рассматривается зарубежный опыт поддержки субъектов малого бизнеса и возможности его применения в современных экономических условиях. В частности, анализируются институциональные, финансовые, инновационные и инфраструктурные механизмы поддержки, направленные на развитие малого бизнеса в Соединённых Штатах Америки, странах Европейского союза, Германии, Японии и Южной Кореи. На основе результатов исследования обоснованы приоритетные направления адаптации передового зарубежного опыта к условиям Узбекистана, в частности Наманганской области. Разработаны научно-практические рекомендации по повышению конкурентоспособности субъектов малого бизнеса, расширению их доступа к финансовым ресурсам, стимулированию инновационной активности и совершенствованию предпринимательской инфраструктуры.

Ключевые слова: малый бизнес, субъекты предпринимательства, зарубежный опыт, рыночная инфраструктура, институциональная поддержка, инновации, финансовые механизмы, конкурентоспособность.

INTRODUCTION

The development of small business entities and the strengthening of their role in the economy are among the priority directions of a modern market economy. Global experience shows that the sustainable development of small business entities depends not only on entrepreneurs' personal initiative and resource potential, but also on the institutional environment created by the state, market infrastructure, and the effectiveness of support mechanisms. Therefore, in developed countries, the system of supporting small business has been formed on the basis of comprehensive mechanisms such as financial assistance, information and consulting services, innovation infrastructure, personnel training, and the expansion of market access opportunities [1; 2].

LITERATURE REVIEW

Supporting small business entities is one of the important directions in modern economic research. The scientific literature has widely covered the importance of small business in economic growth, employment, shaping the competitive environment, and introducing innovations.

In Peter Drucker's studies, innovation and entrepreneurship were assessed as the main factors of economic development, and the adaptability of small business entities to market changes was noted as their important advantage [13]. OECD studies also emphasize the importance of innovative activity, access to financial resources, and an effective institutional environment in increasing the competitiveness of small businesses [6; 11].

World Bank studies indicate that access to financial resources remains an important factor in the development of small business entities and emphasize the relevance of improving credit guarantee systems, alternative financing mechanisms, and financial infrastructure [7].

In national economic literature, the issues of small business development and state regulation were also widely studied. In particular, in the works of O.A. Aripov, the experience of foreign countries, small business support mechanisms and directions for their adaptation to the conditions of Uzbekistan are analyzed [2; 3; 4; 5].

Analysis of foreign experience shows that while in the USA, small business support is mainly carried out through institutional and financial mechanisms, in European countries, priority is given to innovative development and increasing competitiveness [8; 9]. In the German "Mittelstand" model, vocational education, cooperation with clusters and scientific institutions play an important role in supporting small businesses [10]. In the experience of Japan and South Korea, mechanisms for technological development of small businesses, cooperation with large enterprises and increasing export potential are of particular importance [12].

On this basis, it can be said that an effective system of supporting small business entities should be based on improving the institutional environment, expanding financial opportunities, developing innovative infrastructure and improving business services. When adapting foreign experience to the conditions of Uzbekistan, particularly the Namangan Region, it is important to take into account regional characteristics and economic potential.

Research Methodology

In this article, a systematic approach, comparative analysis, institutional analysis, and generalization methods were used to study foreign experience in supporting small business entities. The theoretical and methodological basis of the research consists of foreign and national economic views related to the development of small business, the formation of the entrepreneurial environment, and the improvement of market infrastructure.

During the research, the institutional, financial, innovation-related, and infrastructural mechanisms for supporting small business entities in developed countries such as the United States, European Union countries, Germany, Japan, and South Korea were examined through comparative analysis. In addition, analytical and logical approaches were used to identify opportunities for adapting foreign experience to the conditions of Uzbekistan, particularly the Namangan Region.

As a result of the conducted research, scientific conclusions and proposals were developed regarding priority directions for the effective use of foreign experience in the development of small business entities, including the improvement of financial support mechanisms, the development of innovation infrastructure, the expansion of information and consulting services, and the improvement of the entrepreneurial environment.

Analysis and Results

One of the widely recognized approaches to supporting small business can be observed in the experience of the United States. In the United States, the task of supporting small business entities is carried out mainly through the activities of the Small Business Administration. This institution provides loan guarantees to small enterprises, offers consulting services on entrepreneurship, expands export opportunities, and supports newly established businesses. An important feature of the U.S. experience is the state's focus on creating a favorable institutional environment and supporting the effective functioning of market mechanisms [3; 8; 9].

At the same time, foreign models of small business support are not limited to the experience of the United States. In developed countries, various institutional approaches have been formed in this area, each implemented in accordance with national economic characteristics. For example, in European countries, programs aimed at providing financial support, encouraging innovation activity, and increasing the competitiveness of entrepreneurs play an important role in the development of small and medium-sized businesses. In the Japanese experience, mechanisms for developing small enterprises on the basis of cooperation with large industrial companies, technological renewal, and the expansion of consulting services are effectively applied.

In European countries, small business support policy is mainly directed toward innovative development, increasing competitiveness, and ensuring regional economic activity. In particular, in the European Union, the

main principles for developing small and medium-sized business entities are defined within the framework of the "Small Business Act for Europe" program. This program provides for improving the entrepreneurial environment, expanding access to financial resources, promoting innovation, and identifying the interests of small business as a priority direction of state policy [3; 4].

The experience of Germany is of particular importance in the development of small business. In this country, small and medium-sized enterprises, commonly referred to as the "Mittelstand," make a significant contribution to economic development. In the German model, support for small business entities is implemented through the banking and financial system, vocational education, cooperation with research centers, and cluster relations. In particular, cooperation between research institutions and business entities contributes to strengthening the innovative activity of small enterprises [3; 5].

In our opinion, the German experience is an effective example of a comprehensive and long-term approach to supporting small business. In particular, the important advantage of this model is that special attention is paid not only to the financial support of small and medium-sized enterprises, but also to the development of their knowledge, technologies, and innovation capacity. Cooperation among scientific institutions, the education system, and business entities contributes to increasing the competitiveness of enterprises. From this perspective, the German experience demonstrates the importance of the institutional environment created by the state, the training of qualified personnel, and mechanisms for supporting innovation in the development of small business.

In the Japanese experience, special attention is paid to cooperation and technological development mechanisms in supporting small business entities. In Japan, small enterprises operate on the basis of production cooperation with large companies and gain access to modern technologies and management methods. In addition, the state has formed mechanisms for consulting services, technological assistance, and financial support [3; 6].

One of the distinctive features of Japanese entrepreneurship is the high level of long-term planning, quality-oriented management, and a culture of cooperation among small business entities. In the activities of Japanese enterprises, not only the generation of short-term income, but also sustainable development, continuous improvement of product quality, and adaptation to customer needs are of great importance. At the same time, the close relationship of small enterprises with large companies enables them to adapt quickly to market demands, master new technologies, and increase production efficiency.

In our opinion, the main significance of the Japanese experience is that in the development of small business, not only state support but also such factors as entrepreneurial culture, mutual trust, and the commitment to innovation play an important role.

The experience of South Korea is also important in the development of small business. In this country, support for small business entities is closely linked to the development of innovative entrepreneurship, the adoption of digital technologies, and the expansion of export opportunities. Through special institutions established by the state, small enterprises are provided with financial resources, technological assistance, and market information [7].

The analysis of foreign experience shows that an effective model for developing small business entities relies on the following key elements:

- institutional mechanisms aimed at improving the entrepreneurial environment;
- expanding opportunities to use financial resources;
- developing innovation infrastructure;
- improving the system of information and consulting services;
- developing mechanisms that facilitate the entry of small business entities into international markets.

In Uzbekistan, when applying these foreign practices, it is advisable to take into account the economic characteristics of the regions, their production potential, and the entrepreneurial environment. In particular, for the development of small business entities in the Namangan Region, it is possible to effectively use elements of Germany's cluster approach, the U.S. guarantee system, the European Union's innovation support mechanisms, and Japan's cooperation model.

In this regard, the main attention should be directed toward forming a unified service system for small business entities, expanding access to financial resources, developing digital infrastructure, and stimulating innovation activity. This is because, under modern economic conditions, the competitiveness of small business is determined not only by internal capabilities, but also by the quality of the institutional and infrastructural environment in which they operate.

Conclusion and Suggestions

In conclusion, financial assistance can produce more effective results when complemented by institutional, infrastructural, and innovation-related support measures. Further improving the entrepreneurial environment, enhancing legal and institutional mechanisms, simplifying the processes of starting and operating a business,

and promoting innovative activity are also of considerable importance. Therefore, in many countries, small business support is implemented on the basis of a comprehensive approach and relies on cooperation among the state, the private sector, and financial institutions.

Thus, based on the analysis of the experience of foreign countries, it can be concluded that an effective system for supporting small business entities should be based on cooperation among the state, the private sector, and market infrastructure. This approach is of significant scientific and practical importance for ensuring the sustainable development of small business entities in Uzbekistan, including the Namangan Region, and for increasing their economic potential.

REFERENCES

1. Абдуллаев Ё., Юлдашев Ш.А. Малый бизнес и предпринимательство: учебник. — Ташкент: Iqtisod-Moliya, 2008. — 340 с.
2. Aripov O.A. Kichik biznes va tadbirkorlik: darslik. — Namangan: Mashrab, 2025. — 356 b.
3. Aripov O.A. Xorijiy mamlakatlarda kichik biznes va xususiy tadbirkorlikning rivojlanishi: monografiya. — Namangan: Namangan nashriyoti, 2018. — 213 b.
4. Aripov O.A. O'zbekistonda kichik biznes va xususiy tadbirkorlikni davlat tomonidan tartibga solish: monografiya. — Toshkent: Fan, 2012. — 272 b.
5. Aripov O.A. O'zbekistonda kichik biznesni davlat tomonidan tartibga solish va ishbilarmonlik muhitini rivojlantirish: monografiya. — Toshkent: Lesson Press, 2021. — 236 b.
6. OECD et al. SME Policy Index: Eastern Partner Countries 2020: Assessing the Implementation of the Small Business Act for Europe. — Paris: OECD Publishing; Brussels: European Union, 2020. — DOI: 10.1787/8b45614b-en.
7. Carvajal A.F., Didier T. Boosting SME Finance for Growth: The Case for More Effective Support Policies. — Washington, DC: World Bank, 2024. — DOI: 10.1596/42213.
8. U.S. Small Business Administration. Strategic Plan: Fiscal Years 2022–2026. — Washington, DC: U.S. Small Business Administration, 2022.
9. European Commission. "Think Small First" — A "Small Business Act" for Europe. COM(2008) 394 final. — Brussels, 25 June 2008.
10. Audretsch D.B., Lehmann E.E. The Seven Secrets of Germany: Economic Resilience in an Era of Global Turbulence. — Oxford: Oxford University Press, 2016.
11. OECD. OECD SME and Entrepreneurship Outlook 2019. — Paris: OECD Publishing, 2019. — 396 p. — DOI: 10.1787/34907e9c-en.
12. Asian Development Bank. Asia Small and Medium-Sized Enterprise Monitor 2023: How Small Firms Can Contribute to Resilient Growth in the Pacific Post COVID-19 Pandemic. — Manila: Asian Development Bank, 2023.
13. Drucker P.F. Innovation and Entrepreneurship: Practice and Principles. — New York: Harper & Row, 1985.
14. Porter M.E. The Competitive Advantage of Nations. — New York: Free Press, 1990.
15. Acs Z.J., Audretsch D.B. (eds.). Small Firms and Entrepreneurship: An East-West Perspective. — Cambridge: Cambridge University Press, 1993.

Proofreader: Xondamir Ismoilov
Layout and Designer: Hasan Maqsudov

2026. № 7

© When materials are reproduced, the ECONOSCITECH-INTEGRATION journal must be cited as the source. Authors are responsible for the accuracy of the information in materials and advertisements published in the journal. Editorial opinions may not always align with those of the authors. Submitted materials will not be returned to the editorial office.

To publish articles in this journal, you may submit articles, advertisements, stories, and other creative materials through the following links. Materials and advertisements are published on a paid basis.

You may subscribe to the journal at any time using the following details. Once subscribed, please send a screenshot or photo of your payment confirmation to our Telegram page @iqtisodiyot_77. Based on this, we will send the latest issue of the journal to your address each month.

Our address: Tashkent city, Yunusobod district, 19th block, House 17.

