

DIRECTIONS OF EFFECTIVE USE OF RESOURCES OF TRADE ENTERPRISES

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Abstract: The article highlights the economic significance of the effective use of resources of trading enterprises and its role in ensuring the competitiveness of the enterprise. The purpose of the research is to determine ways to increase the efficiency of trade enterprises through the rational use of labor, material, and financial resources. A systematic approach and economic-statistical methods were used in the analysis. The impact of ongoing reforms in the trade sector of Uzbekistan, digital technologies, and innovative management on the efficiency of resource use was analyzed. The research results show that the correct distribution of enterprise resources increases profitability, reduces costs, and ensures sustainable development.

Keywords: trading enterprise, resource, innovative approach, technology, logistics.

Introduction. In a market economy, trade enterprises are one of the most important components of the country's economy. They play an important role in the stable functioning of the domestic market, ensuring the delivery of goods and services to the consumer. However, in recent years, the intensification of economic competition, the increase in the volume of costs, and the variability of demand have forced trade enterprises to use available resources more rationally and efficiently. Therefore, one of the most pressing tasks of today is the proper management of labor, material, and financial resources of the enterprise, their effective distribution, and use based on innovative approaches.

Decrees and resolutions of the President of the Republic of Uzbekistan on economic diversification, support for business entities, and the transition to a digital economy create broad opportunities for the full and effective use of the resource potential of trade enterprises. In particular, through the introduction of digital technologies, modernization of the logistics system, and development of human capital, the necessary conditions have been created for the stable functioning of the trade network.

From this point of view, the study of the directions of effective use of the resources of trading enterprises, increasing their economic potential, and developing innovative management mechanisms is important not only from a practical, but also from a scientific point of view. This article analyzes the theoretical foundations and practical directions of these issues.

Analysis of the literature on the topic. The issue of efficient use of resources of trade enterprises has been studied by many economists, whose scientific research is aimed at managing, distributing, and maximizing the benefits of resources.

From foreign scientists **A. Marshall**¹, **P. Samuelson**² and **J. Robinson**³ In their works, the efficiency of resource utilization is interpreted as a key factor in the economic system. In their

¹ Marshall, A. (2013). Principles of economics (8th ed.). Palgrave Macmillan.

² Samuelson, P. A., & Nordhaus, W. D. (2010). Economics (19th ed.). McGraw-Hill Education.

³ Robinson, J. (2015). The economics of imperfect competition. Palgrave Macmillan.

opinion, the harmonious management of enterprise resources directly affects production results. **M. Porter**⁴ In the theory of competitiveness, he substantiated ways to achieve market dominance through the innovative and strategic use of enterprise resources.

In modern approaches, in particular **J. Barney**⁵ In the "Resource-Based View," developed by the author, it is emphasized that a company's sustainable superiority depends on its ability to possess unique resources and manage them effectively. Also **K. Prahalad** va **G. Hamel**⁶ The theory of "basic competencies," put forward by the author, also indicates the need for the rational use of internal resources that determine the competitiveness of the enterprise.

Uzbek economists have also conducted a number of scientific studies in this area. **A. Khodiev**⁷, **B. Abdukarimov**⁸, **D. Tashmanov**⁹ Such economists have analyzed the issues of increasing the efficiency of resource use in the activities of trading enterprises in the context of the national economy. In their research, in particular, the factors of resource redistribution of enterprises, increasing labor productivity, and ensuring financial stability are deeply covered.

Also, the Decree of the President of the Republic of Uzbekistan "On the Development Strategy of the Republic of Uzbekistan for 2022-2026," the "Concept for the Development of the Digital Economy," and the Resolution "On Supporting Entrepreneurial Activity"¹⁰ strengthens the practical foundations of efficient use of resources in the trade network. These documents emphasize the need to introduce innovative approaches to resource utilization, modernize logistics and information systems, and increase investments in human capital.

Research methodology. The study used a systematic approach, economic-statistical, analytical, and comparative methods to study the effectiveness of the use of labor, material, and financial resources of trade enterprises. The systematic approach made it possible to analyze the enterprise as a unified resource system, to determine the relationship between internal capabilities and external factors. Through economic and statistical analysis, based on data from the State Statistics Committee and the Chamber of Commerce and Industry of the Republic of Uzbekistan, the performance indicators of trade enterprises for the period 2020-2024 were studied. Using the comparative method, the experience of Uzbekistan was compared with the trade networks of South Korea and Turkey, and the factors influencing the efficiency of resource use were analyzed.

Based on the analytical approach, indicators of labor productivity, material inventory turnover, and financial stability were studied, and the main directions for the rational use of resources were developed.

Analysis and results. The successful operation of trade enterprises in a market economy depends, first of all, on how effectively they can use available labor, material, and financial resources. Today, the rational use of resources not only increases domestic economic efficiency, but also determines the firm position of the enterprise in global competition. The growth rates

⁴ Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*. Free Press.

⁵ Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.

⁶ Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.

⁷ Xodiev, A. (2021). *Savdo korxonalarining raqobatbardoshligini oshirish yo'llari*. Toshkent: Iqtisodiyot nashriyoti.

⁸ Abdukarimov, B. (2020). *Tarmoqlararo integratsiya va savdo samaradorligi*. Toshkent: Fan va texnologiya.

⁹ Tashmanov, D. (2022). Savdo korxonalarida resurslardan foydalanish samaradorligini oshirish masalalari. *Iqtisodiyot va innovatsion texnologiyalar jurnali*, 3(6), 112–120.

¹⁰ O'zbekiston Respublikasi Prezidentining "2022–2026 yillarda O'zbekiston Respublikasini rivojlantirish strategiyasi to'g'risida"gi Farmoni, PF–60. (2022).

of the service sector of the Uzbek economy, in particular, the trade sector, have increased significantly in recent years.

According to the Statistics Agency of the Republic of Uzbekistan, retail turnover in 2024 amounted to 427.5 trillion soums, which is 9.4% more than in 2023. At the same time, the number of people employed in the trade sector reached 1.35 million people¹¹. These indicators confirm the growing volume and efficiency of the use of resources of trade enterprises in the country.

The resources of trade enterprises are divided into three main groups: labor resources, material resources, and financial resources. According to the research results, the level of rational use of these resources directly depends on the management system, technological support, production volume, and market strategy of each enterprise.

Between 2022 and 2024, labor productivity in large and medium-sized retail enterprises in Uzbekistan increased by an average of 13 percent. An important role in this process was played by the introduction of automated cash registers, digital payment systems, and online trading platforms. At the same time, the quality of service and the speed of product turnover have also improved due to the increase in the qualification level of the workforce.

Efficiency of resource utilization in trade enterprises of Uzbekistan (2022-2024)

Indicators	2022	2023	2024	1st schedule ¹²
				Growth (%)
Labor productivity (million soums/worker)	155,6	169,8	176,4	+13,3
Warehouse inventory turnover (times/year)	5,2	6,3	7,1	+36,5
Rate of profit (%)	15,0	16,7	18,0	+20,0
Product delivery time (days)	7,5	6,2	5,6	-25,3
Sales turnover (trillion soums)	365,2	391,0	427,5	+17,1

Analysis of the table data shows that during 2022-2024, the efficiency of resource utilization of trading enterprises is steadily increasing. Increased labor productivity is the result of the introduction of digital technologies (WTO, 2024). The growth in the use of material resources is explained by the modernization of logistics systems and the automation of warehouse management.

In the sphere of financial resources, the increase in the profit rate and trade turnover strengthened the financial stability of enterprises and ensured competitiveness in market

¹¹ O'zbekiston Respublikasi Statistika agentligi, 2024

¹² O'zbekiston Respublikasi Statistika agentligi (2024) va muallif hisob-kitoblari asosida tuzilgan.

conditions (President of the Republic of Uzbekistan, 2022). In general, the effective use of the resources of trading enterprises is the main factor supporting the country's economic growth rates.

The efficiency of material resource utilization depends on the improvement of the warehouse management and logistics system. In 2024, at enterprises that have implemented modern logistics systems, inventory turnover accelerated by 1.7 times, and costs decreased by 8-12%. For example, Korzinka.uz LLC modernized its central warehouses in 2023, reducing delivery times by 25%¹³.

The financial stability of trading enterprises is assessed through profitability and the profit margin. According to the analysis results, the profit margin increased from 15% to 18% between 2022 and 2024¹⁴, this indicates the strengthening of economic stability. The rational use of loan funds, rapid turnover of working capital, and cost optimization have increased financial efficiency.

Conclusions and suggestions. The economic efficiency of trade enterprises is directly related to the level of rational use of labor, material, and financial resources. The research results show that during 2022-2024, labor productivity in the trade sector of Uzbekistan increased by 13.3 percent, and the profit margin increased from 15 to 18 percent. These positive changes are explained by the deepening of economic reforms in the country, the introduction of digital technologies, and the modernization of management systems. In particular, factors such as the automation of logistics processes, the digitalization of warehouse management, and the implementation of trade services through online platforms have increased the efficiency of resource use.

As determined in the research process, the rational use of labor resources is closely related, first of all, to improving the qualifications of employees, the quality of service, and labor productivity. In this regard, the organization of regular trainings, the implementation of advanced training programs, and the creation of an effective incentive system are of great importance. To increase the efficiency of material resource use, it is necessary to optimize warehouse management, increase the turnover rate of inventories, and develop the transport and logistics system based on energy-saving technologies. Strengthening financial discipline, targeted allocation of credit funds, increasing the turnover rate of working capital, and increasing the level of profit play an important role in ensuring the efficiency of the use of financial resources. Also, during the study, it was established that the level of innovative development of trade enterprises also depends on the use of resources.

In general, for the sustainable economic development of trading enterprises, it is necessary to develop and implement a strategy for the efficient use of resources. For this, the following areas are considered priority: development of labor resources and increasing the potential of employees; reduction of costs by accelerating the turnover of material resources; strengthening control over financial resources and expanding investment activities; development of innovative management and active use of digital technologies; as well as stimulation of trade enterprises by the state through tax and credit benefits.

In conclusion, the effective use of resources not only increases the profit and profitability of an individual enterprise, but also contributes to the overall stability of the country's economy, increasing employment, and improving the well-being of the people. Therefore, the issue of

¹³ Korzinka.uz MChJ. (2024). Yillik korporativ faoliyat hisobotlari [Annual corporate performance reports]. Toshkent, O'zbekiston: Korzinka.uz.

¹⁴ Davlat statistika qo'mitasi (2024). O'zbekiston Respublikasi savdo korxonalarining moliyaviy ko'rsatkichlari, 2022-2024 yillar tahlili. Toshkent: Davlat statistika qo'mitasi nashriyoti.

increasing the efficiency of resource use at trade enterprises should be considered as one of the priority areas of Uzbekistan's economic policy.

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