JOURNAL OF MULTIDISCIPLINARY SCIENCES AND INNOVATIONS
VOLUME 5, ISSUE 04
MONTHLY JOURNALS
ISSN NUMBER: 2751-4390
IMPACT FACTOR: 9,08

DEVELOPMENT OF LOGISTICS SERVICES IN TRADE ENTERPRISES

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Abstract

This article explores the issues related to the development of logistics services in trade enterprises. It examines methods for enhancing service efficiency through the adaptation of logistics systems in the trade sector to modern requirements, the implementation of integrated management mechanisms, and the use of innovative technologies. Additionally, the article highlights key aspects such as the territorially optimal organization of trade logistics, reverse goods flows, inventory management, and the digitalization of delivery processes.

Keywords

logistics services in trade, logistics system, integrated logistics system, supply chain, purchasing and sales system, distribution center, retail and wholesale.

INTRODUCTION

In recent years, the retail sector in the Republic of Uzbekistan has experienced significant growth. In 2025, the retail trade turnover in Uzbekistan reached 482.4 trillion UZS, representing an 11.2% increase compared to the same period in 2024. This indicates a rise in domestic consumption and the active development of trade infrastructure. During 2025, the number of commercial enterprises operating in the retail segment also increased. As of January 1, 2026, there were 86,180 commercial enterprises operating in the retail sector nationwide, reflecting the expanding service coverage for the population and the growing contribution of small and medium-sized businesses.

The wholesale trade market also demonstrated high growth rates. Specifically, in 2025, the wholesale trade turnover reached 543.3 trillion UZS, representing a 12.5% increase over the previous year, indicating heightened activity in the circulation of large product batches within the trade chain. The number of commercial enterprises operating in wholesale trade remains substantial, with 51,667 registered enterprises across the country as of January 1. The stable growth in both wholesale and retail trade can be attributed to improvements in logistics capabilities, increased production volumes, and intensified market competition.

At the same time, this growth is accompanied by financial and organizational challenges. In particular, some retail enterprises lack sufficient financial stability, and excessive debt burdens along with weak expenditure control negatively affect their operations. According to experts, the number of enterprises unable to continue operations is expected to increase significantly in the coming years. From this perspective, the most critical challenges are not related to the internal development of the sector, but rather to logistical processes and the efficiency of collaboration with suppliers, highlighting the relatively low level of logistics development in Uzbekistan's trade system.

Furthermore, the analysis of market trends indicates that the Uzbek retail sector possesses substantial strategic growth potential. This is primarily associated with the expansion of retail space, the increasing share of modern trade formats, consolidation of enterprises, and heightened competition. Additionally, the development of small and medium-sized businesses, network cooperation, and the expansion of e-commerce contribute to sustainable sectoral growth.

In this context, a key approach to enhancing the competitiveness of retail enterprises is the implementation of modern logistics tools and supply chain management (SCM) systems. The

need to meet competitive market demands and optimize costs underscores the relevance of adopting these systems. Moreover, rising consumer expectations regarding product assortment and service quality further necessitate the improvement of logistics and SCM processes within enterprises.

LITERATURE REVIEW

Issues related to the effective development of logistics systems in trade enterprises have been studied by a number of researchers. In the studies of Efimova E.A., it is noted that an integrated logistics service system in trade enterprises should meet several key principles. The main ones include: efficiency, meaning that all resources – material, financial, and human – should be compensated by the overall benefits obtained; flexibility, meaning the system should be able to quickly adapt to the technical, technological, and organizational-economic characteristics of the enterprise; stability, meaning the system should ensure reliable operation despite significant environmental changes; integrability, meaning the ability to function in coordination with various mechanisms and to compensate additional costs through synergistic effects; and accessibility and convenience, meaning the system should not be overly complex and should require a reasonable amount of resources and time for implementation [5]. These principles serve as an important scientific basis for modernizing logistics services and creating efficient systems in trade enterprises of Uzbekistan.

In the studies of Mirotin L.B. and Nekrasov, A.G., it is emphasized that the decision to implement an integrated logistics system should begin with a detailed analysis of the existing system. First, current logistics processes must be identified, and their resource intensity and cost structure should be evaluated. Additionally, by assessing system efficiency, the strengths and weaknesses of existing service processes can be determined [7].

The next stage involves studying the needs and demands of logistics service consumers. This stage helps improve system efficiency from the users' perspective and allows for the assessment of service quality. Furthermore, analyzing analogues of existing integrated systems makes it possible to avoid repetitive mistakes and shortcomings that could reduce efficiency when implementing a new system.

At the final stage, the structure of the integrated logistics service system is formed. In this process, it is clearly determined who will perform each service –whether the internal logistics department, a third-party service provider, or through a combined mechanism. At the same time, the conditions for service provision, the scope of responsibility, and the mechanisms for ensuring service efficiency are scientifically substantiated (Kuzmenko Yu.G.) [6].

From this perspective, the literature review shows that under the conditions of Uzbekistan, an integrated approach is the most appropriate for modernizing logistics services in trade enterprises. This approach enables improving the efficiency of logistics processes, optimizing costs, and strengthening competitiveness.

MAIN PART

The development of logistics services in trade enterprises is one of the key factors ensuring the competitiveness of firms in modern economic conditions. The logistics system is not only a mechanism that organizes the movement of goods, but also a complex and multi-stage system operating under unified management, connecting the trade and public catering sectors. This system integrates procurement, storage, processing, distribution, and sales processes into a single logistics chain, enabling efficient use of resources.

The development of logistics services in trade enterprises is primarily achieved through the optimization of trade and technological processes. In this context, the movement of goods from the supplier to the final consumer is analyzed at each stage, allowing the identification of unnecessary costs and time losses. As a result, the digitalization, automation, and integration of

logistics processes enhance service quality and ensure operational efficiency. At the same time, the logistics system serves as an important tool for aligning the activities of trade enterprises with market demands.

One of the important features of modern logistics systems is the effective organization of two-way (reverse) flows of goods. This is particularly significant for enterprises dealing with food products, where certain groups of goods may be redirected – for example, from retail trade to the public catering sector or vice versa. Such an approach helps reduce excess inventories, maintain product quality, and minimize losses.

The main tasks of trade logistics include the efficient management of goods movement, coordination of material, financial, and information flows, as well as ensuring high-quality service for consumers. In these processes, the use of information technologies and the implementation of logistics monitoring and control systems are of particular importance. In particular, real-time digital platforms enhance the transparency of the logistics system and enable prompt managerial decision-making.

The need to develop logistics services in trade enterprises is explained by a number of factors. First, the increasing complexity of market relations and the variability of consumer demand require greater flexibility of logistics systems. Second, the growing quality requirements for trade and technological processes necessitate the implementation of modern logistics solutions by enterprises. Third, the development of distribution centers, logistics hubs, and transport infrastructure is bringing logistics services to a new level. Fourth, the concentration of capital and intensifying competition are pushing enterprises to reduce costs and improve efficiency.

From this perspective, it is advisable to develop logistics services in trade enterprises based on an integrated approach. This involves establishing effective cooperation among supply chain participants, implementing innovative technologies, and ensuring comprehensive management of logistics processes as key priorities. As a result, the economic efficiency of trade enterprises increases, the quality of services improves, and their sustainable operation in market conditions is ensured.

At the current stage, the deepening of economic relations and the increasing complexity of market mechanisms require bringing logistics services in trade enterprises to a new qualitative level. In particular, global trends, digital transformation processes, and changes in consumer behavior play a significant role in the development of trade logistics. From this perspective, the development of logistics services in trade enterprises is manifested through a number of modern directions.

First, the expansion of retail networks and their operation in a network-based format have strengthened control over supply chains. Large trade entities are reducing the number of intermediaries by establishing distribution centers and implementing direct supply systems from manufacturers. This not only reduces logistics costs but also enhances the ability to control product quality.

In addition, the introduction of private labels by supplier companies is transforming the nature of market competition. In this case, retail networks are organizing production under their own brands, achieving more centralized management of logistics processes. As a result, product costs decrease and profit margins increase.

The rapid development of digital technologies is fundamentally transforming logistics systems. Through modern information systems such as ERP, WMS, and SCM platforms, the movement of goods, inventory levels, and financial flows are monitored in real time. This increases the speed of decision-making, reduces errors, and ensures transparency in logistics processes.

In addition, cooperation among trade enterprises, public catering entities, and suppliers is becoming increasingly developed. Logistics chains formed on the basis of strategic partnerships ensure stable supply and contribute to minimizing risks. At the same time, in certain cases, the dominant position of large retail chains over suppliers may lead to market imbalances, which necessitates the regulation of logistics policies.

The entry of international retail chains and restaurant businesses is also driving the introduction of new logistics standards and technologies in the domestic market. This process encourages local enterprises to adopt innovative solutions and enhances their competitiveness. In particular, the implementation of Supply Chain Management (SCM) systems significantly increases logistics efficiency.

Although the role of logistics in trade and public catering sectors was underestimated for a long time, today it has become one of the key factors determining enterprise efficiency. By optimizing procurement, transportation, storage, and distribution processes, logistics systems enable enterprises not only to reduce costs but also to improve service quality. In particular, effective inventory management ensures faster turnover of working capital, thereby strengthening the financial stability of enterprises.

Table 1

Main Modern Trends in the Development of Logistics Services in Trade Enterprises

№	Trend	Content	Practical result
1.	Supply chain centralization	Management through distribution centers	Costs are reduced, control is strengthened
2.	Private label development	Own brands of retail chains	Profits are increased, competitive advantage is created
3.	Digital logistics systems	Implementation of ERP, WMS, SCM platforms	Fast management, transparency
4.	Partnerships	Integration of enterprises and suppliers	Sustainable supply, risks are reduced
5.	International experience flow	New standards and technologies	Innovative development
6.	SCM systems	Integrated supply chain management	Increases efficiency
7.	Cost optimization	Reducing transportation and inventory costs	Increases profitability

The above analyses indicate that the development of logistics services in trade enterprises requires a comprehensive and systematic approach. Priority directions include the implementation of innovative technologies, the formation of integrated management systems, and the strengthening of collaboration among supply chain participants. As a result, the operational efficiency of trade enterprises increases, costs are reduced, and sustainable development in the market environment is ensured.

CONCLUSION

The analyses presented above indicate that the development of logistics services in trade enterprises is directly linked not only to the improvement of internal operational processes but also to the formation of a flexible, territorially optimized, and integrated management system adapted to market conditions. In particular, the proximity of retail and public catering sectors to the end consumer requires logistics systems to be territorially organized in an optimal manner.

This approach enables logistics infrastructure to be closer to consumers, accelerates delivery times, and enhances service quality.

At the same time, products with high daily demand, short shelf life, and a wide assortment further complicate logistics processes. Under such conditions, implementing a system of small, frequent deliveries, optimizing inventory, and reducing transport and logistics costs becomes crucial. This necessitates moving away from traditional approaches and introducing innovative and adaptive management mechanisms within the logistics system.

Based on the research findings, the following practical recommendations can be proposed for the effective development of logistics services in trade enterprises:

1. Develop logistics systems based on territorial planning, placing distribution and logistics centers close to consumer markets.
2. Implement integrated management systems and strengthen collaboration among supply chain participants.
3. Develop small-lot, high-frequency delivery systems based on Just-in-Time principles.
4. Automate and monitor logistics processes using modern digital technologies (ERP, WMS, SCM).
5. Develop cold chain logistics for perishable products to minimize losses.
6. Analyze and optimize logistics costs to improve enterprise profitability.
7. Establish and implement criteria for evaluating the quality of logistics services.

Overall, harmonizing territorial factors with an integrated approach is of critical importance in developing logistics services in trade enterprises. This approach enhances logistics efficiency, reduces costs, improves service quality, and, most importantly, ensures the long-term competitiveness of enterprises in the market.

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