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Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal

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Muharrir:

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08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
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08.00.08 Buxgalteriya hisobi, iqtisodiy tahlil va audit
08.00.09 Jahon iqtisodiyoti
08.00.10 Demografiya. Mehnat iqtisodiyoti
08.00.11 Marketing
08.00.12 Mintaqaviy iqtisodiyot
08.00.13 Menejment
08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari
08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
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08.00.17 Turizm va mehmonxona faoliyati

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MUNDARIJA

“Zavur kollektor suvlarining kimyoviy tarkibi tahlili va ularni tozalash zarurati (Qoraqalpog‘iston Respublikasi misolida)”.....	20
Kungiratbay Sharipov, Ma‘ruf Nurmanov	
Forming demand and stimulating sales in Uzbekistan.....	26
Musayeva Shoirazimovna	
Членство в ВТО как драйвер развития: взгляд Узбекистана через призму опыта Вьетнама и Казахстана.....	30
Ж.Я.Нуриллаев	
Mamlakatimizda tizimli ahamiyatga molik banklarni aniqlash tartibi va ularning bank tizimi moliyaviy barqarorligiga ta'siri tahlili.....	37
Xolmamatov Farhodjon Kubaevich	
O'zbekiston respublikasida aholi bandligini ta'minlashdagi dolzarb masalalar	44
Ibragimov Elmurod Gulboynor o'g'li	
O'zbekiston respublikasida elektr energiyasi ta'minoti hajmini yalpi ichki mahsulot hajmiga ta'sirini ekonometrik tahlil qilish	48
Fayziyev Rabim Alikulovich	
Raqamli iqtisodiyot sharoitida tijorat banklarining xizmat turlarini takomillashtirish amaliyoti	60
Umurzoqova Adiba Ochilovna	
Qishloq xo'jaligi kooperativi boshqaruv tizimida buxgalteriya hisobini tashkil qilishning o'ziga xos xususiyatlari	67
Abduraxmanov Ramazon Abdullayevich	
O'zbekistonda qishloq xo'jaligi mahsulotlari umumiy hajmini prognozlashda ekonometrik modellar (yillik)	72
Qodirov Farxod Amirovich, Bo'riyeva Qundiz Muratbaevna	
Oziq-ovqat mahsulotlari xavfsizligi tizimini takomillashtirishning nazariy va amaliy jihatlari.....	77
Mahamatova Maftuna	
Xufiyona va yashirin iqtisodiyotning amaliy tahlili o'zbekiston miqyosida.....	83
Koshanov Abdimurat Azat uli	
Soliq tizimini barqarorligini belgilovchi omillar tahlili.....	87
Nurillayev Jasurbek Davronbekovich	
Mahalliy budjetlar daromad manbalarini mustahkamlash omillari.....	92
Soatova Nodira Boboxanovna	
Bank infratuzilmasining raqamli transformatsiyasi va resurslar bazasi shakllanishi: nazariy asoslar va texnologik yondashuvlar.....	97
Raxmatov Azizjon Jaloliddinovich, Jumayev Muzaffar Mahmud o'g'li	
Ichki auditning transformatsion potentsiali: tahliliy amallarni takomillashtirish orqali samaradorlikni oshirish.....	102
Misirov Akbarali Pardaboyevich, Ismoilov Asadbek Abdusamat o'g'li	
Xorijiy mamlakatlarda yashil moliyalashtirishni rivojlantirish yo'llari.....	110
Qorriyeva Shahnoza Safarbayevna	
Yashil moliya – iqtisodiy rivojlanish mexanizmi sifatida	117
Nodir Xidirov G'iyosaliyevich	
Xo'jalik yurituvchi subyektlarning likvidliligi va moliyaviy barqarorligini ta'minlashning xorij tajribasi va uning amaliy ahamiyati	122
Bauyetdinov M.J.	
Теоретические подходы к определениям агрессии социально - экономической и политической стабильности государства как фактор повышения рекреационных потребностей	128
Алимова Райхона Баходировна	
Innovatsion ta'lim texnologiyalari asosida talabalarning metodik tayyorgarligini shakllantirish.....	139
Komilov Umidjon Normurod o'g'li, Tulyaganova Gulnoza Olimjon qizi	



Kichik biznes subyektlarini moliyalashtirish manbalari	143
Nematulloyev Suxrob Sobirovich	
Bir qatlamli elastik asosda joylashgan to'sinning seysmik kuchlar ta'siridagi tebranishining V.Z. Vlasov usuli asosida analitik tadqiqi	148
Kamola Xaydarova	
"Sibir daryolarining burilishi" loyihasining tarixiy va retrospektiv tahlili	153
Mahmudov Nosir Mahmudovich	
Sarguzasht turizmini rivojlanishi va sarguzasht turlarda turistlarning xavfsizligini ta'minlashda instruktor-gidlarning roli	159
Tilovmurodov Dostonbek Furqat o'g'li	
Scientific-theoretical foundations of the use of ict in ensuring management efficiency and security in enterprises	165
Khalilov Bekzod Akhmatovich	
Tijorat banklarida kredit riskini boshqarish mexanizmlarini takomillashtirish yo'nalishlari.....	171
Mirtursunova Dinara Anvarovna	
O'zbekiston respublikasi tijorat banklarida masofaviy bank xizmatlarini joriy etishni takomillashtirish yo'llari.....	175
Tangriyev Izzat Raxmatullayevich	
Qashqadaryo viloyatida eko va etno turizmni rivojlantirishning istiqbollari va iqtisodiy samaradorligi.....	181
Erkayeva Barno, Xushvaqto'v Ramziddin	
O'zbekiston bank tizimida raqamli valyutalar va yashil investitsiyalar integratsiyasini takomillashtirish	186
Nodirov Azizxon Asrorovich	
Global energiya noaniqligining o'zgaruvchanligi ekonomertik modellari	192
Bexzod Qo'ziboev	
Экоцифра: цифровизация МСП для зеленого устойчивого роста	197
С.С. Убаева	
Qishloq xo'jaligini barqaror rivojlantirish va ekologik toza hududni yo'lga qo'yishning ahamiyati.....	201
Ergashov Ulug'bek Zoxidjonovich	
Statistika fanining shakllanish bosqichlari va rivojlanish tendensiyalari.....	206
Nabixodjaev Abbas Abdupattahovich, Umarova Mukaddas Abbasovna	
Hududlarning atmosferaga chiqaradigan zararli chiqindilar miqdorini sanoat mahsulotiga nisbati bo'yicha tahlili.....	210
Baqoyev Husan Nuriddinovich	
Qayta tiklanadigan vodorod narxlari strategiyasini o'rganish: xarajat noaniqliklarini bartaraf etish	216
Nuraliyeva Komila Sanakulovna	
Qishloq xo'jaligini "yashil" iqtisodiyot asosida rivojlantirishga o'tishning zarurligi va mohiyati	221
Yoldoshev Mutalib Ibrohimovich	
Mamlakat iqtisodiyotini rivojlantirishda "yashil investitsiyalar" dan foydalanishning xorij tajribalari	225
Ruzibayeva Nargiza Xakimovna, Rustamova Nasiba Arslanovna	
Ijtimoiy iqtisodiy ehtiyojlar va ularning iqtisodiy rivojlanishdagi o'rni.....	230
Raxmonova Feruza Musaqulovna	
Oliy ta'lim xizmatlarini ijtimoiy-iqtisodiy taraqqiyotda tutgan o'rni.....	234
Mirzaxajeva Shaxzoda Shuxratovna	
Tijorat banklari muammoli kreditlarining likvidlikka ta'siri.....	240
Karshiyev Adham Anvarovich	
Kichik firmalarning raqobatbardoshligini oshirishning nazariy metodologik jihatlar.....	245
Ruzmetov Davron Ibrogimovich, Aliyev Maqsudbek Erkinovich	
Xo'jalik yurituvchi subyektlarning moliyaviy resurslaridan samarali foydalanish imkoniyatlari.....	251
Talapova Nargiza Baxriddinovna	



“Deviant xulq-atvorli o’smirlarning ijtimoiy moslashuvining psixologik xususiyatlari”	255
Saidbekova Feruza Anvarbek qizi	
Aholi daromadlarini diversifikatsiya qilishda davlat siyosatining roli va imkoniyatlari	258
Nutfullayev Shohrux Mexli o’g’li, Qurbanov Ulug’bek Erkinovich	
Анализ показателей развития зелёной химии по всему миру и в узбекистане за последние десять лет	262
Фозилова Фирангиза Комиловна	
Tijorat banklarining o’zbekiston respublikasi iqtisodiyotiga ta’siri	270
Masharipov Rasulbek Jo’rabekovich	
Biznes birlashuvda buxgalteriya hisobi va auditni takomillashtirish yo’nalishlari	273
Hamroyeva Zuhra Amiral qizi, Xayitboyeva Laylo Oybekovna, Mirzarayimov Sardorbek Ravshanovich	
O’zbekiston respublikasida pul-kredit siyosatining maqsadi	277
Adilov Zuxriddin Marip o’g’li	
Qishloq xo’jaligi mahsulotlarining ishlab chiqarish va bozorlararo aloqalarining statistik o’zgarish tendensiyalari	281
Zakirova Umida Maxamadaminovna	
Iqtisodiy bilimlarni shakllanishi va rivojlanishi	286
Po’latov Abdulloh Xolxo’jayevich	
Теоретические основы эффективного управления финансовыми ресурсами предприятий с государственной долей (на примере узбекистана)	291
Ахмедов Дилшод Турсункулович	
Robototexnika asoslari va maktab ta’limida qo’llanilishi	298
Tuxliyev Muslimbek Sherzod o’g’li	
Sun’iy intellektlar yordamida o’quvchilarni hayotiy faoliyat ko’nikmasini shakllantirishi	303
Mirxasilova Zulfiya Kochkarovna, Abdurahmanova Ozoda Djo’rayevna, Kurbanov Azimjon Jo’raboy o’g’li	
Levi tengsizligi uchun A.N. Kolmogorov teoremlari	316
Saypiddinov Shukrullo Sadrdinovich, Baxramov Rustamjon Qambarali o’g’li	
Rivojlanayotgan mamlakatlar bank tizimida raqamli moliyaviy texnologiyalarni joriy etish afzalliklari	320
Xodjimamedov Akmal Ashurovich, Umedov Abdullo Umedovich	
O’zbekiston respublikasining mdh mamlakatlari bilan tashqi savdo faoliyati tahlili: o’zgarish tendensiyalari va istiqbollari	326
Ilyosov Asrorjon Axrorjon o’g’li, Abdullaev Alisher Maxmudovich, Tuxtasinova Muxayyo Mirzasultonovna	
Elektron tijoratni rivojlantirishning xorij tajribasi	330
Madieva Zuxra Iskandarbekovna	
Inson resurslarini o’rganishning asosiy yondashuvlari: mohiyat-ta’rifiy tahlil	336
Bakirov Qobiljon Mamatyusupovich	
Bandlikni ta’minlashda davlat tomonidan institutsional muhit yaratishning roli	340
Dilorom Tojiboyeva, Umida Ravshanovna Anvarova	
Mamlakatimizda islom moliyasini rivojlantirish maqsad va choralari	346
Xoliyorov Xomid Boynazarovich	
Разработка экспертной системы для оценки финансового состояния предприятия	352
Tajibayeva Kizlargul Ajiniyazovna	
Farg’ona vodiysi viloyatlarida kichik biznes ko’rsatkichlarining o’zgarishi: panel regressiya tahlili	362
Tojiyeva Muhabbatxon Mansurjon qizi	
O’zbekiston Respublikasida makroiqtisodiy ko’rsatkichlarni hisoblashdagi asosiy muammolar va ularning yechimlari	368
Farmonov Ilhomjon Iqboljon o’g’li	
Xorijiy tajriba asosida korxonalar innovatsion faolligini boshqarishni takomillashtirish	374
Hakimova Nozimaxon Sobirjon qizi	
Mahalliy davlat hokimiyati organlarida milliy kadrlar zaxirasini shakllantirish	380
G’aniev Elyor Sobirjonovich	
O’zbekistonda sirkulyar iqtisodiyotga o’tishning ahamiyati	386
Mirzayev Muzaffar Maxmudovich	



The role of international investments in greening and ecological rehabilitation of the aral sea region	392
Ospanova Feruza Bazarbaevna	
“Зеленое направление” совершенствования бухгалтерского учета	397
Ибрагимов Гайратжон Артикович	
Xarajatlarni kelib chiqish joylari va javobgarlik markazlari bo'yicha hisobga olishni takomillashtirish	403
Xamidova S.Ya.	
Mintaqalarni iqtisodiy rivojlantirishning metodologik asoslari va ularni takomillashtirish.....	409
Toshaliyeva Saodat Toxirovna	
O'zbekistonda kichik turar joy biznesini rivojlantirishda xorijiy tajribalar	414
Yo'ldashev Bekzodjon Sherzodjon o'g'li	
Tijorat banklarida davlat maqsadli dasturlarini moliyalashtirish yuzasidan ilmiy-nazariy qarashlar.....	419
Shodiyev Shuhrat Sunnat o'g'li	
Qandolat mahsulotlari bozorida marketing strategiyalaridan foydalanishning xorijiy mamlakatlar tajribasi.....	426
Azlarova Munira Muxammad-Amin qizi	
Risk management in commercial banks, methodological approaches and practical implementation	433
Baymuratova Zina Aqilbekovna, Jarilkapova Naubaxar Paraxat qizi	
The impact of competition on economic growth: evidence from uzbekistan's automotive industry.....	439
Saydaliyeva Dilrabo Baxriddin qizi	
Raqamli texnologiyalarning oliy talim xizmatlarini rivojlantirishdagi o'rni.....	444
Mirzaxadjayeva Shahzoda Shuxratovna	
Развитие производства сельскохозяйственной продукции путем развития цифровых технологий.....	450
Юсупов Мухиддин Соатович	
Tijorat banklarida loyihaviy moliyalashtirish risklarini boshqarish amaliyotini takomillashtirish	457
Berdiyev Akram O'ktamovich	
Iqtisodiy tarmoqlarni soliqqa tortish orqali investitsiya loyihalarini rivojlantirish.....	463
Sharipov Eldor Salohiddin o'g'li	
Iqtisodiyotda investitsiya va kredit salohiyatini bank faoliyatiga ta'siri.....	468
Ergashova Nilufar Sobirovna	
Qurilish materiallari sanoati korxonalarining raqobatbardoshlik salohiyatini boshqarishni takomillashtirish	473
Tashmukhamedova Karima Samatovna	
Ziyorat turizmini rivojlantirishning asosiy yo'nalishlari va istiqbollari.....	479
Kurbanova Mohinur Xabib qizi	
Xalqaro sayohat lug'ati va uning shakllanishi.....	487
Abduaxadova Zilola Djamoliddinovna	
Moliyaviy hisobotning xalqaro standartlari va uni o'zbekiston respublikasi hisob tizimini rivojlantirishdagi o'rni va ahamiyati.....	492
Quvvatov G'olibjon Baxtiyor o'g'li	
Kooperatsiyalarning tutgan o'rni va ahamiyati.....	501
Mirzayev Musurmon Umidullayevich, Ziyadullayev Ilhom Narkobilovich	
Использование методов математического моделирования при внедрении коммерческих автоматических систем	505
Курбанова Рахима, Ахмедов Мехрохжон	
Tijorat banklari kapitalidagi davlat ulushini kamaytirish yo'llari.....	511
Vasiyev Alisher Samiyevich	
Механизмы трансформации неформального сектора в официальную экономику на основе финансовых инструментов.....	515
Кошанов Абдимурат Азат ули, Муртазаев Шахрух Коньскайлиевич	



The impact of tourism on the economy of Uzbekistan	519
Xaydarova Marjona, Muxamedboyeva Muxlisa, Umarov Kamron, Usmanova Aziza	
Mintaqada gastroturizm rivojlanishining iqtisodiy asoslari va zamonaviy tendensiyalari	525
Masharipova Manzura Alimbayevna	
Tikuv-trikotaj korxonalari brend jozibadorligini oshirishning ilmiy-nazariy jihatlarini	535
O'rinov Akmaljon Axmadjonovich	
Bank tizimida hisobotlarni avtomatlashtirish texnologiyalari	542
Sodiqov Sanjar Saydullo o'g'li	
Engineering programs in Uzbekistan on the verge of fifth industrial revolution	547
Khasan Khankeldiyev	
Aksiyadorlik jamiyatlarining boshqaruvini yaxshilashda korporativ madaniyatning ahamiyati	551
Akramova Nazokat Israilovna	
Tadbirkorlik faoliyatining iqtisodiy taraqqiyotdagi o'rni	562
Amonov Mehridin Oromiddinovich	
O'zbekiston sanoat tarmoqlarida kooperatsiya asosida tayyor mahsulotlar ishlab chiqarishni mahalliyashtirish tizimini takomillashtirish yo'llari	572
Xalilova Sevaraxon Alijon qizi	
Moliyaviy barqarorlikning asosiy ko'rsatkichlari va ularning tahlili	578
Urmanbekova Iroda Farxodovna	
Tijorat banklarining mamlakat iqtisodiyotida tutgan o'rnini tahlil qilish	583
Kilicheva F.B., Mengnorov A.A., Bozorova O.R.	
Bog'dorchilik tarmog'ida klasterlarni joriy qilishda yevropa tajribasini qo'llash imkoniyatlari	591
Ergashov Ulug'bek Zoxidjonovich	
To'qimachilik klasterlarini boshqarishda xorijiy mamlakatlar tajribasi	598
Mansurov Saidxo'ja Kamalovich	
Barriers to tourism infrastructure development in uzbekistan: a critical analysis	605
Sarvinov Shodmonova	
Xalqaro bozorda qishloq xo'jaligi mahsulotlari raqobatbardoshligini oshirish	609
Mengnorov Almardon Abdirahmonovich	
O'zbekiston respublikasida infratuzilma loyihalarini amalga oshirishdagi risklarni boshqarish	620
Yusupova Zilola Ismoiljon qizi	
Korxonaning iqtisodiy barqarorligiga erishishning zamonaviy tendensiyalari	626
Iminova Nargizaxon Akramovna	
Qishloq joylari maishiy xizmat ko'rsatish sohasida axborot resurslaridan samarali foydalanish	631
Xamdamov Eldor Toshmurovich	
Meva-sabzavotlar eksportida transport koridorlari va vositalarini tanlash xususiyatlari	636
Yusupov Muxiddin Soatovich	
Рынок рабочей силы в узбекистане и ее воспроизводство	644
Шакиров Амаль Улугбекович, Камилова Наргиза Абдукахаровна	
Деньги и их функции в экономике	650
Мурадиллаев Мансур Мехроживич, Камилова Наргиза Абдукахаровна	
Развитие сельского хозяйства в узбекистане	654
Махмудов Алишер Мухтарович, Камилова Наргиза Абдукахаровна	
Инвестиции и инновации в химической промышленности узбекистана: современные тенденции и перспективы	658
Хусаинов Равшан Рахимович, Султанходжаев Аманулла Асадуллаевич	
Tijorat banklari aktivlarini boshqarishni takomillashtirish	666
Mardonova Shoxsanam Baxodirovna	
Definition of agritourism as a multifunctional development in rural areas	672
Aktamov Olimjon Abdugani ugli	
Kameral soliq tekshiruvida smart texnologiyalarini ma'lumotlarini soliq organlarining ma'lumotlar bazasida shakllanishi	680
Qurbonov Muxiddin Abdullaevich	
Проблемы регулирования государственно-частного партнерства и рекомендации по их решению (на примере безработицы в республике узбекистан)	687
С.Э. Холмуратов	



Автоматизация аудиторских процедур с использованием искусственного интеллекта.....	692
Ходжарахманова Назира Бахтияр кизи	
Past karbonli iqtisodiyotga o'tish zaruriyati va uning omillari.....	701
Valiyev Axliddin Aropitdinovich	
Yengil sanoatda zamonaviy tikuv mashina-kichik robotlarning mexanizmlarini mukammallashtirish	705
Sirojova Muxabbat Sodiq qizi, Kurbanov Fazliddin Aminovich	
Jismoniy shaxslar daromadlarini soliqqa tortish tizimining institutsional va iqtisodiy asoslari	710
Kuzieva Nargiza Ramazanovna, Bobomuratova Manzura Panji qizi	
Foyda solig'i bo'yicha bo'nak to'lovlarni to'lash tartibi	717
Yangieva N.S.	
Kichik biznes va tadbirkorlik subyektlarini soliqlar vositasi qo'llab-quvvatlashning amaldagi holati	722
Turanboyev Boburjon Qodirjon o'g'li	
Motivation, goal-setting, and organizational performance: a case study from uzbekistan's chemical industry	726
Mamataliev Anvar Ergashevich, Bobur Urinov	
Применение искусственного интеллекта при организации налогового администрирования узбекистана	733
Н.А. Артиков	
Ayollar tadbirkorligini rivojlantirish zaruriyatini keltirib chiqaruvchi omillar.....	737
Sharofiddinova Gulnoza Iloxmonovna	
Raqamli texnologiyalarning tijorat banklari samaradorligiga ta'siri	745
Maksudov Avazbek Ulug'bek o'g'li	
Suv tanqisligi sharoitida yashil iqtisodiyotni rivojlantirish asoslari	750
Qosimov Maxamatjon Sulaymanovich	
Rivojlanayotgan iqtisodiyotda raqamli va raqamli bo'lmagan korxonalar tahlili	761
Raxmonov Nodirjon Raxmonjon o'g'li	
Aholining o'rtacha umr ko'rish yoshini o'zgarishi sharoitida keksalarning ijtimoiy ta'minotiga xavflarning ortishi.....	767
To'irov Shohboz Ziyodullo o'g'li	
Oliy ta'lim tizimida moliyaviy nazorat samaradorligini ta'minlash ichki nazorat xizmatlari	773
Xaydarov Baxrom Xolmuradovich	
Moliya bozorida xususiy banklar faolligini ta'minlash istiqbollari	777
Abduqahhorov Asilbek Ahror o'g'li	
Budjet daromadlari ijrosini ta'minlashda soliqlar hisobi va tahlilining ahamiyati	782
Abdullaev Abror Bozarboevich	
Aholi daromadini oshirish yo'llari.....	803
Shadmanov Baxodir Sherkulovich	
Tourism and regional identity in Uzbekistan: balancing heritage and development	808
Raximova Nilufar Aminovna, Abdukholikova Farida Erkinjon qizi	
O'zbekiston sanoat korxonalarining fond bozorida ishtiroki tahlil va muammolari.....	815
Igitov Jurabek Kuzibekovich	
O'zbekistonda davlat-xususiy sheriklik loyihalarini moliyalashtirish va amalga oshirish tahlili	823
Karabaev Sanjar Abdusamatovich	
Globalashuv sharoitida milliy korxonalarning eksport salohiyatini boshqarish masalalari	832
Qodirov Humoyun Tolibjon o'g'li	
Бизнес-планирование и прогнозирование деятельности организации.....	836
Алимов Бехзоджон Наврузжонович	
Farg'ona vodiysida ekoturizm – kambag'allikka qarshi kurashning yangi imkoniyatlari	840
Soliyeva Nilufar Muxtorjon qizi	
Aholi turmush darajasi baholash bo'yicha dasturiy ta'minot ishlab chiqishda horij tajribasini o'rganish	844
Tursunov Farxod Baxodir o'g'li	
Mintaqa aholi turmush farovonligiga ta'sir qiluvchi omillar tasnifini ishlab chiqish.....	848
Xodjanijazov Shohruh Yuldashevich	
Xususiy oliy ta'lim muassasalari menejmentining nazariy jihatlar va o'ziga xos xususiyatlari.....	856
Karimov Ulug'bek Usmonovich	



Infratuzilma va bozor infratuzilmasi tushunchalarining nazariy tavsifi	861
G'aniyev Botir Baxtiyorovich	
Повышение инвестиционной привлекательности – важное условие повышения конкурентоспособности предприятий.....	865
Каримова Дилафруз Садирдин кизи	
Yevropa ittifoqi davlatlari tijorat banklarining soliq to'lovlarini amalga oshirish tartibi	870
Komolov Odiljon Sayfidinovich	
Boshqaruvda innovatsiyalarni hisobga olgan holda agrokorxonalarni davlat tomonidan rag'batlantirishning zamonaviy yondashuvlari	878
Shaniyazova Zamira	
Практические аспекты применения статистических методов контроля качества на предприятиях.....	883
Усманов Илхом Ачилович, Усманов Фарзод Шохрухович	
Yashil iqtisodiyot sharoitida iqtisodiy o'sishning yangi paradigmalarini shakllantirish: nazariy asoslar va amaliy talqinlar.....	891
Alimova Guzal Abduraximovna	
Xizmat ko'rsatish korxonalari faoliyati samaradorlik ko'rsatkichlarining nazariy va metodologik tahlili	895
Qo'ziyoyev Boxodir Azzamboy o'g'li	
Kutubxonalarda raqamli iqtisodiyot sharoitida biznes-modellarni ishlab chiqish.....	900
Ernaqulov Sunnatillo Nurali o'g'li	
To'g'ridan-to'g'ri sug'urtalash operatsiyalari bo'yicha xarajatlarni xalqaro standartlar asosida hisob va hisobotda aks ettirish uslubi-yatini takomillashtirish	905
X.A.Raximov	
Kameral soliq tekshiruvda smart texnologiyalarini ma'lumotlarini soliq organlarining ma'lumotlar bazasida shakllanishi.....	910
Ergashev Uyg'un Jabborovich	
Obligatsiya moliya bozori instrumenti sifatida, milliy obligatsiyalar bozori	916
Avezov Ibrohim Ilxomovich, Yaxshiboyev Jahongir Abdualimovich	
Barqaror rivojlanish doirasida ekologik, ijtimoiy va korporativ boshqaruv (ESG) ko'rsatkichlarining yashil texnologiyalar innovatsiyasiga ta'sirini baholash.....	921
Meliqo'zieva Dilrabo Muxitdin qizi	
Yashil iqtisodiyot – barqaror taraqqiyotga olib boruvchi yo'l.....	925
Xalilova Aziza Rustamovna	
Научно-теоретические основы экономической и эколого-экономической эффективности предприятий горнодобывающей промышленности.....	930
Раматов Зафарбек Жуманиязович	
Xitoyda eksport faoliyatini tashkil etishning o'ziga xos xususiyatlari.....	938
D.E.Qarshiev	
Kichik sanoat zonalarida investitsion jozibadorlikni oshirishni investitsion faollikka ta'siri.....	943
Mannapova Shaxnoza Elshodovna	
Mahalla institutining samaradorligi tahlili: so'rovnoma yondashuvi	947
Bahriddinov Viqorjon Akbar o'g'li	
Формирование человеческого капитала в условиях демографических изменений: опыт и перспективы для узбекистана.....	955
Дониерова Фотимабону Алишер кизи	
Farmasevtika kompaniyalari raqobatbardoshligini oshirishda marketing strategiyalaridan foydalanish yo'nalishlari	962
Baxrombek Bobojonov	
“Hududlarda sug'urtaga bo'lgan talabning ekonometrik tahlili” bekberganova mohira ravshonbekovna	967
O'zbekiston Milliy universiteti	
O'zbekiston va xalqaro amaliyotda raqamli marketing vositalaridan foydalanish: muammolar va yechimlar	973
Uzoqova Dilnoza Yusuf qizi	
Условия эксплуатации и экологическая безопасность автотранспортной системы на основе энергосберегающих технологий	978
Мамасалиева Мукаддас Ибадуллаевна	
O'zbekiston tibbiyot muassasalarida moliyaviy resurslardan foydalanishda xorijiy tajribalarni qo'llash.....	982
Elmurodov G'ayratjon Abdumurodovich	



Buxgalteriya hisobining samaradorligini oshirish yo'llarida zamonaviy yondashuvlar va innovatsiyalar	987
Sattorov Mirjahon	
Особенности маркетинговых стратегий в условиях ограниченных ресурсов и узкой потребительской аудитории	991
Дебердиев Анвар	
DEbitorlik va kreditorlik qarzlarini auditini rejalashtirish masalalari.....	995
Tulovov Erkinjon To'liqin o'g'li, Ibragimova Iroda Rashid qizi	
Инвестиционная программа узбекистана по привлечению иностранных инвестиций	1000
Камилова Наргиза Абдукажоровна, Бекмуратов Шухрат Даулетмуратович	
Turistik mahsulotni shakllantirishda turistlar hayoti xavfsizligini ta'minlash.....	1005
Raxmonov Siyovush Turob o'g'li	
Uglerodsiz energiyaga o'tishda o'zbekistonning yashil strategiya yo'l xaritasining integratsiyasi va ta'siri.....	1011
Nuraliyeva Komila Sanakulovna	
Цифровая устойчивость регионов: применение аналитики больших данных для оценки и управления экологическими рисками	1016
Маликов Шохрух Шокирович, Камалов Шухрат Камалович	
Разработка риск-ориентированной модели внутреннего контроля предприятия на этапе планирования налогов в условиях дистанционного налогового мониторинга	1024
Галеева Н.Н., Э.А.Халикова, Абдусаломова Гулчеҳра Мирзо кизи	
Анализ результатов инструментальных методов исследований у детей с врожденными пороками сердца	1029
Мухаммадиева Лола Атамурадовна	
Barqaror iqtisodiy o'sishni ta'minlashda monetar omillardan samarali foydalanish yo'nalishlari.....	1036
Uskenbaeva Dilnoza Boxodir qizi	
Факторы повышения эффективности управления в государственном секторе.....	1043
Махмудова Севара Улугбековна	
Soliq organlari va soliq to'lovchilar o'rtasidagi munosabatlarning yangi tizimi sharoitida soliq nazorati	1048
Rajabbaeva Dildora Zakirovna, Aripova Aziza Alisherovna	
Boshqaruv jarayonlarini tashkil etishning xorijiy mamlakatlar tajribasi.....	1053
Jo'rayeva Niginaxonim Xursand qizi	
Jahonda eksportni qo'llab-quvvatlash amaliyoti.....	1057
Xudoynazarov Sherzod Ismoilovich	
Raqamli moliyaviy texnologiyalarni korxona darajasida joriy etish orqali moliyaviy barqarorlikka erishish strategiyasi	1063
Soibov Nozimbek Faxridin o'g'li	
Применение методов PMBOK в управлении рисками проектов	1070
Гулираъно Носирова Абдулазиз кизи	
Tadbirkorlik faoliyatini rivojlantirishda aholi farovonligining o'rni va ahamiyati	1073
Bobaev Isroiljon Abdinabievich	
Вопросы инновационных инвестиций в контексте международной экономической интеграции	1078
Шарипов Бахтиёр Михлибаевич	
Yashil iqtisodiyotga o'tishning nazariy va amaliy jihatlar hamda tendensiyalari.....	1083
Samiyev Abdurashid Qaxramonovich, Shermuxammedov Begzodjon Usmonovich	
Tijorat banklarida muammoli kreditlar samaradorligini ta'minlash yo'llari.....	1087
Nazarov Qilich Xolmuradovich	
Improving the organizational and economic mechanisms for the development of tourism in the republic of karakalpakstan	1092
Tleumuratov Baxadir Genjemuratovich	
O'zbekistonda tumanlar barqaror iqtisodiy rivojlanishini ta'minlash yo'llari (Surxondaryo viloyati misolida).....	1097
Qosimova Nodira Saidovna	
Innovatsion iqtisodiyotni shakllantirishning asosi sifatida innovatsiyalar.....	1102
Azizova Maliha Farrux qizi	



Влияние инвестиций на инновационное развитие и повышение конкурентоспособности экономики узбекистана	1106
Максудова Шахзода	
Возможности снижения затрат на логистику за счет цифровых технологий	1112
Олимова Бахора Шухратовна	
Yashil texnologiyalar va ularning iqtisodiy tizimga ta'siri	1116
Sultonov Omon Juma o'g'li	
Iqtisodiy o'sishning makroiqtisodiy faktorlari va ularning ta'siri	1121
Zuvaydullaev Nematullo Oybek o'g'li	
Роль управления производством в условиях модернизации экономики	1125
Гулов Мухтор Очилович	
Iqtisodiyotni raqamlashtirish sharoitida sun'iy intellekt texnologiyalarining o'rni va ahamiyati	1129
To'rayev Shavkat Shuxratovich	
Роль цифрового маркетинга в продвижении туристических направлений	1136
Муродова Наргиза Уткировна	
Развитие финансовых рынков в странах снг: проблемы и перспективы	1140
Рузиев Зафар Икрамович, Каримов Ислон Ураз угли	
Современные инструменты продвижения бренда в условиях цифровой экономики	1145
Темирова Феруза Сагдуллаевна	
"Raqamli asrda axborot xavfsizligi: it texnologiyalar bilan xavfsizlikni ta'minlash yo'llari"	1149
Sherzod Rajabov	
Государственное регулирование инвестиционной деятельности: проблемы и направления совершенствования	1152
Шухрат Турсунов, Икромов Хасан Зафарович	
Economic incentives and barriers to sustainable transition in agribusiness: a comparative study of organic and conventional farming systems	1157
Mubina Toirova	
Цифровая трансформация банковской системы узбекистана: анализ внедрения fintech-решений в государственных банках	1162
Абдурахимова Дилора Каримовна	
Ta'lim muassasalaridagi ba'zi jihatlar	1167
A'zam Qutbiddin A'zam-zoda	
Klasterlar hisob siyosatida boshqaruv hisobining metodologik asoslari	1173
Toshpo'latov Azizbek Shermuxamadovich	
Egri soliqlarning mohiyati, genezisi va rivojlanish tendensiyalariga oid nazariy munozaralar xususida	1179
Shodiyev Olimjon Abduraxmonovich	
Ekologik mehmonhona faoliyatini rejalashtirish maqsadlari va vazifalari	1186
Abidova Dilfuza Igamberdievna	
Investitsiya loyihalarining iqtisodiy va moliyaviy samaradorligini oshirish istiqbollari	1200
Jo'rabekova Xumora Muzaffar qizi, Saidov Rasul Boltabayevich	
O'zbekistonda nodavlat notijorat tashkilotlarini moliyalashtirish manbalarining tahlili	1204
Aliyev Arslon Salom o'g'li	
O'zbekistonda turizm sohasining iqtisodiy ko'rsatkichlarini statistik tahlil qilish	1213
Jumanova Zilola Tuychiyevna	
Xorijiy davlatlarda boylik solig'i va uning ijtimoiy-iqtisodiy ahamiyati	1219
Ruziyev G'anisher Usarovich	
Yer fondi va undan samarali foydalanishning nazariy asoslari (Samarqand viloyati misolida)	1225
Xoshimova Sevara Baxromovna	
Iqtisodiy-ekologik tizimlarni boshqarishga ta'sir etuvchi omillarning ilmiy asoslari	1229
Kuldoshev Asliddin Tursunovich	
Влияние финтех-услуг на финансовую инклюзию в сельских регионах узбекистана	1236
Абдурахимова Дилора Каримовна	
Surxondaryo viloyati sanoat sohasining asosiy ko'rsatkichlari tahlili	1240
Kuvanchiyeva Mehriniso Davlyatgeldi qizi	
A critical evaluation of strategic management's role in promoting sustainable development in Uzbekistan	1245
Ismatova Mahliyo	



O'zbekistonda turizm xizmatlari eksportini oshirishda zamonaviy infratuzilma va texnologiyalarning integratsiyasi.....	1251
Akmal Bakhromov	
Trends and reforms of corporate governance in state-owned enterprises.....	1257
F.Djalilov	
Переоценка долгосрочных активов в нефтегазовой промышленности и определение финансового результата от переоценки.....	1269
Махкамова Саида Гайратова	
Oziq-ovqat mahsulotlari korxonalarini integratsiyalashuv jarayonlarini boshqarish samaradorligini oshirish.....	1275
Xojiev Ibroxim Ikramovich	
Sug'urta kompaniyalari moliyaviy barqarorligini ta'minlashning muhim shartlari.....	1280
Allanazarova B.K.	
P2P lending and crowdfunding as alternative sources of financing for small business in Uzbekistan.....	1286
Abdurakhimova Dilara Karimovna	
O'zbekistonda soliq nazoratining huquqiy va tashkiliy asoslarini takomillashtirish yo'llari.....	1290
Kuziyeva Nargiza Ramazanovna, Oymatova Gulnura Mirjamolovna	
Applications of hyperbolic geometry in physics and biology.....	1295
Khaknazarova Khurshidabonu Kenjaevna, Otakulova Rukhshona Akram kizi	
O'zbekiston temir yo'llari tizimining transformatsiyasi: modernizatsiya, raqamlashtirish va qayta tuzilish yo'nalishlari.....	1301
Nasrullayev Nurbek Baxtiyarovich	
The role of tourist product diversification in sustainable tourism development.....	1305
Raxmonov Shuxrat Shavkatovich, Alimova Mashhura Toirxonovna	
Temiryo'l transporti turi tavsifi.....	1310
Shodmonbekova Nodira Kamoljon qizi	
Kiberxavfsizlik: it infratuzilmasini himoya qilishning zamonaviy usullari.....	1321
D. Sh. Usmanbayev	
Mahalliy budjetlar daromad bazasini tahlili.....	1325
Qurbonov Nuriddin Ro'ziqulovich	
Развитие цифровых финансовых услуги в банковской системе Республики Узбекистан.....	1333
Абдурахманова Матлуба Махамдаминовна	
Avariya rejimlarida kichik yuklamali elektr ta'minoti tizimlarining kabel izolyatsiyasi monitoringini avtomatlashtirishning zamonaviy yondashuvlari.....	1339
Mirzoyev Narzulla Nuriddinovich, Mamatqulov Toyir Chorshanbiyevich	
Analysis of increasing the speed of information exchange between the control interface and execution mechanisms in emergency mode in intelligent systems.....	1346
Azizbek Yusupbekov Nodirbekovich, Husniddin Esonov Mamarasul o'g'lu Assistant	
Sa'noat korxonalari va mexatron robotlarni optimal avtomatlashtirish va boshqarishda sun'iy intellektning ahamiyati.....	1351
Karabayev Ibragim Turdiyevich, Esonov Husniddin Mamarasul o'g'li, Abdullayeva Saodat Mengbayevna, Mamatqulov Toir Chorshanbiyevich	
Korxonaning moliyaviy holatini baholashda zamonaviy tahlil uslublarining qo'llanilishi.....	1355
Usmanova Nasiba Akbarjonovna, Suleymanova Asel Armanovna	
Xizmat ko'satish sohasida xotin-qizlar tadbirkorligini rivojlantirishda innovatsion yondashuvlar va raqamli texnologiyalarning ahamiyati.....	1360
Mirzayeva Shirin Nodirovna	
Rekreatsiya turizmi va sog'lomlashtirish xizmatlari integratsiyasi.....	1365
Shaymanova Nigora Yusupovna	
Tadbirkorlik subyektlari faoliyatini rivojlantirishda ba'zi iqtisodiy yondashuvlarning nazariy jihatlar.....	1369
Iskandarova D.B.	
Yashil (eko) investitsiyalarni tijorat banklari orqali moliyalashtirish.....	1373
Kamilova Iroda Xusniddinovna	
Improvement of inventory accounting audit based on international standards.....	1378
Ovlayev Suhrob Temur o'g'li, Yo'ldiyor Oybek Ulug'bek o'g'li, Normomina Dilorom Umar qizi, Avlayeva Oybachin Olim qizi	



Artificial intelligence systems for assessing creditworthiness	1382
Mardonova Durdona Yaxshiboy qizi	
B2B bozorini rivojlantirishda raqamli marketing texnologiyalaridan foydalanishni takomillashtirish	1387
Samadov Askarjon Nishonovich	
Tech-driven growth and the economy of the future: brics-t in the society 5.0 paradigm	1395
Kaldibayev Nurlan Alimjanovich, Sagdullayeva Gulnora Botirovna, Durmanov, Akmal Shaimardanovich	
O'zbekistonda tabiiy resuslardan olinadigan rentaning yaimdagi ulushiga tanlab olingan o'zgaruvchilar ta'siri tahlili	1404
Tursunov Husnidin, Ibragimov Hasan	
O'zbekistonda fond bozorini tartibga solish	1412
Sultonov Sherali Nuraliyevich	
Public perception of the feasibility of introducing islamic banking in Uzbekistan: a consumer perspective	1418
Dr. Shamirova Surayyo Kabildjanovna	
Directions for implementing the innovative digital technologies in tourism	1425
Norchaev Asatullo Norbutaevich	
Возможности совершенствования практики финансирования инвестиционных проектов	1430
Шомуродов Равшан Турсункулович, Хакимов Хафизбек Хамза угли	
O'zbekistonda pochta aloqasi xizmatlarini ko'rsatishning transport-logistika jarayonini mintaqaviy darajada rivojlantirish yo'llarini ishlab chiqish	1436
Palvanbayev Umiddbek O'ktam o'g'li	
Aksiyalar qiymatini baholashning nazariy asoslari	1440
Botirxo'ja Aziza Faxmuddin qizi	
Yashil iqtisodiyotni moliyalashtirishning rivojlanayotgan davlatlar amaliyoti tahlili	1444
Raimjanova Madina Asrarovna, Zokirova Feruza Farxod qizi	
Yashil loyihalarni davlat xususiy sheriklik asosida moliyalashtirish	1449
Zokirova Feruza Farxod qizi	
Факторы и риски, влияющие на оценку стоимости акции	1453
Батирхужа Азиза Фахмуддин кизи	
Финансовые риски в эпоху цифровой экономики: новые вызовы и способы управления	1458
Нуруллина Камила Рустамовна	
Tijorat banklarining yangi bank xizmatlarini iqtisodiy samaradorligi	1463
Raxmatov Temur Sotiboldiyevich	
Yashil iqtisodiyotga o'tish jarayonida ekologik innovatsiyalarning roli va amalga oshiruv mexanizmlari	1472
Ulichkina Lyudmila Ivanovna	
Эволюция профессиональных стандартов в республике узбекистан: от формирования к внедрению в сфере туризма	1478
Гольшева Елена Вячеславовна, Ивонина Наталья Викторовна	
Aligning uzbekistan's education reform with global best practices: the university of missouri as a model for systemic transformation	1485
Azamat Sulaymonov, Laylo Yakhshiboyeva	
O'zbekiston tijorat banklarining investision faolligini ta'minlash masalalari	1489
Axmedov Shoymurod Azamat o'g'li	
Kichik biznes subyektlarining iqtisodiy xavfsizligini ta'minlash masalasi	1493
Q.O.Tursunboyev	
Adoption of green economy mechanisms in the process of diversification of construction enterprises	1500
Yembergenova Aynur Aidosbayevna	
Nomoddiy aktivlar hisobini yuritish va audit jarayonlarini takomillashtirish yo'llari	1506
Rozmatova Umida Yuldashevna	
Raqamli moliya va uni sohaga joriy etish: innovatsion salohiyat	1512
Babadjanov Abdirashid Musayevich	
Влияние корпоративной культуры на инвестиционную стратегию промышленных предприятий	1527
Ёдгоров Сардорбек Самадович	



Jismoniy shaxslar kreditlarining bank portfeli sifatiga ta'siri: tahliliy yondashuv.....	1533
Sabirova Lobar Baxromovna	
Xo'jaligini soliqaq tortish mexanizmini samaradorligini oshirish istiqbollari.....	1539
Salimov Sherzod Baxtiyorovich	
Methods of improving customs management in transforming the customs bodies into a corruption-free field.....	1544
Mirzaxmedova Dilafuz Farxatovna, Tukhtabaev Jamshid Sharafetdinovich	
Особенности цифровизации налоговой системы в узбекистане.....	1548
Юсупов Одил Омонович	
Qurilish materiallari ishlab chiqaruvchi korxonalarda texnologik yangiliklarni joriy etish: muammolar va imkoniyatlar.....	1554
Ismailov Akmal axsudovich, G'ulomov Ilhom Akramovich	
Kichik biznes subyektlarini kreditlashda raqamli bank xizmatlaridan foydalanishning afzalliklari.....	1560
Madjitova Maftuna Kamiljon qizi	
Tadbirkorlikda tavakkalchilikni boshqarishning nazariy asoslari.....	1564
Ziyatova Sitora Baxtiyorovna	
Importance of media activity in negotiations.....	1569
Fariza Xoldarova	
Kredit portfeli risklarini diversifikatsiya qilish strategiyalari.....	1575
Hamroyev Sherzod Axtamovich	
Marketing strategiyasi tushunchasi va uning turizm sohasidagi ahamiyati.....	1580
Komilov Dostonbek Ro'zimboy o'g'li	
Banklarining faoliyatini tartibga solish yo'llari.....	1586
Umirzoqova Aziza Olim qizi	
Yashil iqtisodiyot sari: kanada tajribasi asosida o'zbekiston uchun istiqbollar.....	1590
Muratbaeva Eleonora Muxamedjan qizi, Norboyev Odil Abrayevich	
Aholi hayotiylik sifatining statistik tahlili.....	1595
Ostonaqulov Dilshod Ismatilla o'g'li	
Davlat moliyasini isloh qilish sharoitida budget jarayonini takomillashtirish.....	1602
Sholdarov Dilshod Azimiddin o'g'li, Shamsitdinova Xonzoda Mardonbek qizi	
Recent trends in the global stock market: a macro-level analysis with emphasis on asia and central asia (2023–2025).....	1612
Mamataliev Bobur Saidnazar ugli	
Barqaror rivojlanishni ta'minlashda "yashil iqtisodiyot" ning o'rni.....	1617
Murodov Sardor Nurali o'g'li, Toxirov Shodiyor Zafar o'g'li	
Aholi daromadlari va ta'lim darajalarini turmush darajasiga ta'sirini baholash.....	1623
Xusinov I.I.	
Soliqlarni yig'iluvchanligini oshirish istiqbollari.....	1630
To'xsanov Quدراتillo Nozimovich	
Qoraqalpog'iston respublikasida xizmat ko'rsatishni rivojlantirish muammolari.....	1635
Mirzayev Qulmamat Jonuzoqovich, Tleymuratov Bahadir Genjemuratovich	
Forecasting and mitigating risks in international projects based on financial management principles.....	1641
Oripova Saodat Mirfotikh kizi	
Uglerod chiqindilarini buhgaletariya hisobiga integratsiya qilish: o'zbekiston iqtisodiyotida barqaror rivojlanish vositasi sifatida.....	1646
Halilov Sherzod Akhmatovich	
Contribution margin, dol, and break-even analysis: a financial performance comparison of amazon and walmart (2020–2024).....	1657
Kodir Gulomov	



CONTRIBUTION MARGIN, DOL, AND BREAK-EVEN ANALYSIS: A FINANCIAL PERFORMANCE COMPARISON OF AMAZON AND WALMART (2020–2024)



Kodir Gulomov

Student at Tashkent State University of Economics
qodirgulomov74@gmail.com

Abstract: This study offers a comparative financial analysis of Amazon and Walmart across 2020–2024, focusing on three essential metrics: Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis. By examining these metrics, the research aims to shed light on how each company's financial structure, operational efficiency, and risk exposure play out in the fiercely competitive retail landscape. Data for this analysis were drawn from publicly available financial reports, market sources, and industry insights.

Key words: Amazon, Walmart, Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), Break-even Analysis, Financial Performance, Retail Sector, Profitability Metrics, Risk Management, Comparative Analysis.

Annotatsiya: Ushbu tadqiqot 2020–2024 yillar oralig'ida Amazon va Walmart kompaniyalarining moliyaviy ko'rsatkichlarini taqqoslab tahlil qiladi. Asosiy e'tibor uchta muhim ko'rsatkichga qaratilgan: Operatsion Tayoqlilik Darajasi (DOL), Hissa Qo'shish Marjasi Koeffitsienti (CMR) va Tenglashuv Tahlili (Break-even). Ushbu ko'rsatkichlar asosida kompaniyalarning moliyaviy tuzilmasi, operatsion samaradorligi va tavakkalchilik darajasi raqobatbardosh chakana savdo sohasida qanday namoyon bo'lishi o'rganilgan. Tadqiqot uchun ma'lumotlar ochiq moliyaviy hisobotlar, bozor manbalari va sanoat tahlillaridan olingan.

Kalit so'zlar: Amazon, Walmart, Operatsion tayoqlilik darajasi (DOL), Hissa qo'shish marjasi (CMR), Tenglashuv tahlili, Moliyaviy samaradorlik, Chakana savdo, Foydalilik ko'rsatkichlari, Xatarlarni boshqarish, Taqqoslov tahlil.

Аннотация: В данном исследовании представлен сравнительный финансовый анализ компаний Amazon и Walmart за период 2020–2024 годов с акцентом на три ключевых показателя: коэффициент операционного рычага (DOL), коэффициент маржи вклада (CMR) и анализ безубыточности. Анализируя эти показатели, исследование освещает различия в финансовой структуре, операционной эффективности и уровне риска обеих компаний в условиях жесткой конкуренции в розничной торговле. Данные для анализа были получены из общедоступных финансовых отчетов, рыночных источников и отраслевых обзоров.

Ключевые слова: Amazon, Walmart, коэффициент операционного рычага (DOL), коэффициент маржи вклада (CMR), анализ безубыточности, финансовые показатели, розничная торговля, рентабельность, управление рисками, сравнительный анализ.

INTRODUCTION

In today's interconnected and fiercely competitive business landscape, understanding a company's financial performance is crucial for assessing its operational efficiency, risk exposure, and long-term viability. Financial indicators such as the Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis play a central role in evaluating how effectively a company manages its fixed and variable costs, drives profitability, and withstands market volatility. These metrics not only offer insights into a company's internal cost structure but also help inform strategic decisions.

This study centers on a comparative analysis of two major players in the global retail sector: Amazon, a technology-driven e-commerce powerhouse, and Walmart, a traditional retail leader. Despite their shared



prominence in the industry, these companies operate with markedly different business models, cost structures, and growth strategies. Drawing on financial data from 2020 to 2024, the research examines how Amazon and Walmart differ in terms of DOL, CMR, and break-even points and what these differences reveal about their risk profiles, profitability, and financial stability.

The primary goal of this analysis is to provide a data-driven perspective on how these financial metrics reflect each company's strategic choices, cost management practices, and resilience in an ever-changing retail environment. By doing so, this study aims to contribute to a deeper understanding of how operational structure shapes financial outcomes in large-scale retail enterprises.

The remainder of the paper is organized as follows: the Methodology section details the data sources and analytical framework employed in this study; the Analysis section presents the financial findings for Amazon and Walmart; the Discussion section interprets these results; and the Conclusion summarizes the key takeaways and suggests areas for future research.

The findings reveal distinct profiles: Amazon's higher CMR and DOL suggest greater sensitivity to shifts in sales, which signals higher growth potential but also greater risk. Walmart, in contrast, maintains a more stable and conservative financial stance, characterized by lower yet steadier profitability margins. The break-even analysis further highlights Amazon's larger scale of operations, requiring significantly higher sales volumes to offset its fixed costs, compared to Walmart's lower break-even point.

Altogether, this comparative study deepens the understanding of financial dynamics within large-scale retail operations and underscores the need for a careful balance between operational leverage and risk management. The insights may prove valuable to investors, financial analysts, and business strategists seeking to assess corporate performance and make informed decisions in varying market conditions.

LITERATURE REVIEW

Financial performance analysis has long been recognized as a critical component of corporate finance research, as it provides the foundation for informed strategic decision-making and risk management. A growing body of literature has emphasized the importance of understanding the relationship between cost structures, profitability, and risk exposure, particularly in the context of large-scale, competitive industries such as global retail. Scholars such as Brigham and Ehrhardt (2019) argue that financial ratios such as the Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis serve as vital tools for assessing a firm's capacity to navigate operational challenges and adjust to market fluctuations.

The Degree of Operating Leverage (DOL) has been widely discussed as a fundamental metric for understanding a company's financial risk profile. According to Higgins (2018), DOL quantifies how sensitive a company's operating income is to changes in sales volume, reflecting the proportion of fixed versus variable costs within the business model. A high DOL indicates that small changes in revenue can lead to disproportionately large changes in operating income, magnifying both potential gains and losses. This is particularly relevant in industries characterized by high fixed costs, such as logistics-heavy retailers, where scalability and cost control are critical for long-term success.

Contribution Margin Ratio (CMR) is another essential measure, capturing the proportion of sales that remains after covering variable costs and thus contributes to covering fixed costs and generating profit. Horngren, Sundem, and Stratton (2014) highlight that a higher CMR generally signals a stronger ability to achieve profitability, but also cautions that it must be interpreted in conjunction with overall cost structures and market dynamics. For instance, while a high CMR may suggest better profit potential, it can also imply greater vulnerability to fluctuations in sales volume if fixed costs are substantial.

Break-even Analysis, introduced by Horngren (1989), remains a cornerstone of cost-volume-profit analysis, helping firms determine the minimum level of sales required to cover all costs and avoid losses. This metric is particularly valuable for assessing the viability of pricing strategies, cost structures, and risk tolerance in the face of market uncertainty. Break-even analysis has been applied extensively in various industries, from manufacturing to services, yet its integration into large-scale retail performance studies has been relatively limited.

Existing research has explored the financial performance of major retail firms such as Amazon and Walmart, focusing on how their distinct business models influence profitability, risk, and scalability. For instance, Kumar and Raj (2022) examined how Amazon's e-commerce-driven model enables greater scalability, higher gross margins, and stronger growth prospects, compared to Walmart's brick-and-mortar approach, which offers more stable but narrower profit margins. Similarly, studies by Lee and Johnson (2021) emphasized that Amazon's heavy investment in technology and logistics infrastructure allows for rapid adaptation to market changes, while Walmart's cost leadership strategy and physical store network provide resilience but limit flexibility in certain scenarios.



Despite these contributions, several critical gaps remain in the literature. First, while individual metrics such as DOL, CMR, and break-even analysis have been studied in isolation, there is a lack of integrated analyses that combine these tools to form a holistic view of financial performance in the retail sector. Second, much of the existing research has focused on pre-pandemic data, with limited attention paid to how the COVID-19 pandemic and subsequent economic recovery have influenced cost structures, risk profiles, and profitability. Studies like that of Miller and Brown (2020) have called for longitudinal analyses that capture multi-year trends, yet few have undertaken such efforts, especially using real-world financial data from 2020 to 2024.

Furthermore, the impact of external factors such as inflationary pressures, shifts in consumer behavior, supply chain disruptions, and digital transformation trends has yet to be fully integrated into comparative financial performance studies of major retailers. These dynamics are particularly salient for firms like Amazon and Walmart, whose operational models rely on complex logistics networks and varying levels of fixed versus variable cost structures. The interplay between these factors and core financial metrics like DOL, CMR, and break-even points warrants further exploration.

This study seeks to address these gaps by conducting a comprehensive, multi-year financial performance analysis of Amazon and Walmart from 2020 to 2024, utilizing real-world data to examine how differences in operational structures, cost management strategies, and market conditions have shaped their risk profiles and profitability. By integrating DOL, CMR, and break-even analysis within a unified framework, this research aims to provide a deeper understanding of the financial dynamics underpinning success in the competitive global retail sector.

METHODOLOGY

This study adopts a comparative financial analysis framework to assess the performance of Amazon and Walmart between 2020 and 2024. The focus is on three key financial metrics: Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis. The analysis relies on secondary data sourced from official financial reports, annual statements, investor presentations, and reputable market research platforms, including Statista, Macrotrends, Finbox, and Yahoo Finance.

The analysis is based entirely on secondary data collected from a combination of primary company reports and trusted financial databases. The following sources were utilized:

- Official 10-K filings and Annual Reports of Amazon and Walmart (2020–2024)

- Investor Presentations and Management Discussion & Analysis (MD&A) sections

- Financial databases including Statista, Macrotrends, Finbox, and Yahoo Finance for cross-verification and supplementary data

- Industry reports and academic research on retail sector cost structures and profitability trends

DATA COLLECTION

Revenue, operating income, and net income data for Amazon and Walmart were extracted from their published 10-K reports and verified through third-party financial databases.

Cost structures, including approximations of variable and fixed costs, were estimated using gross profit margins, industry reports, and insights from academic literature.

Financial Metrics and Formulas

Degree of Operating Leverage (DOL):

$$DOL = \frac{\% \text{ change in Operating Income}}{\% \text{ change in Sales}}$$

This formula measures how responsive operating income is to changes in sales, reflecting the extent to which fixed costs amplify the impact of sales fluctuations on profitability. A higher DOL indicates higher risk but also higher potential rewards during periods of sales growth.

Contribution Margin Ratio (CMR):

$$CMR = \frac{\text{Sales} - \text{Variable Costs}}{\text{Sales}} \times 100\%$$

This ratio indicates the proportion of each sales dollar available to cover fixed costs and contribute to profit. A higher CMR means a greater share of revenue remains after covering variable costs, highlighting efficiency. It helps assess how well a firm can manage costs and improve profitability. CMR also provides insight into a company's pricing strategy and cost structure.



Break-even Analysis:

$$\text{Break-even Sales} = \frac{\text{Fixed Costs}}{1 - \text{Variable Cost Ratio}}$$

This metric determines the sales volume required to cover all fixed and variable costs. It shows the point at which a business moves from loss to profit. A lower break-even point indicates greater operational efficiency. Understanding this metric helps in setting sales targets and managing risk.

RESULTS AND DISCUSSION

The analysis of Amazon and Walmart over the period 2020–2024 reveals significant differences in their financial performance metrics, particularly in the Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis (chart 1).

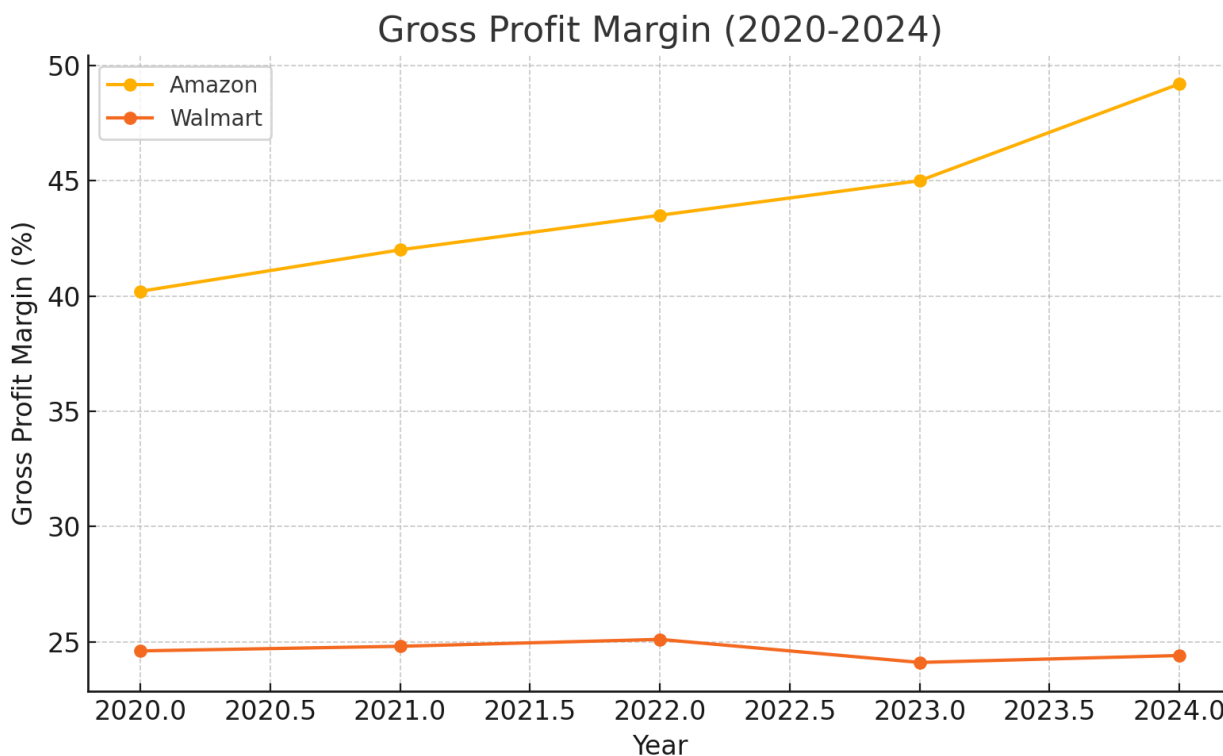


Chart 1. Gross Profit Margin

Amazon demonstrates a consistently increasing gross profit margin over the five-year period, rising from 40.2% in 2020 to 49.2% in 2024. This steady growth in gross margin reflects Amazon's ability to improve its cost structure through operational efficiency, scalable logistics, and a diverse product mix that includes higher-margin services such as AWS. The trend indicates that Amazon has successfully leveraged its e-commerce model and technological capabilities to capture a larger share of value from each sales dollar, allowing it to reinvest in growth and innovation.

In contrast, Walmart's gross profit margin remains relatively stable over the same period, fluctuating slightly between 24% and 25%. This consistency highlights Walmart's steady, low-margin business model, which relies on cost leadership and high sales volumes rather than margin expansion. While this strategy limits upside profit potential compared to Amazon, it provides stability and resilience in the face of market fluctuations, allowing Walmart to maintain a reliable profit base across various market conditions. Walmart's focus on low prices and broad product offerings reflects its commitment to volume-driven operations, making it less sensitive to shifts in individual product categories or premium segments.

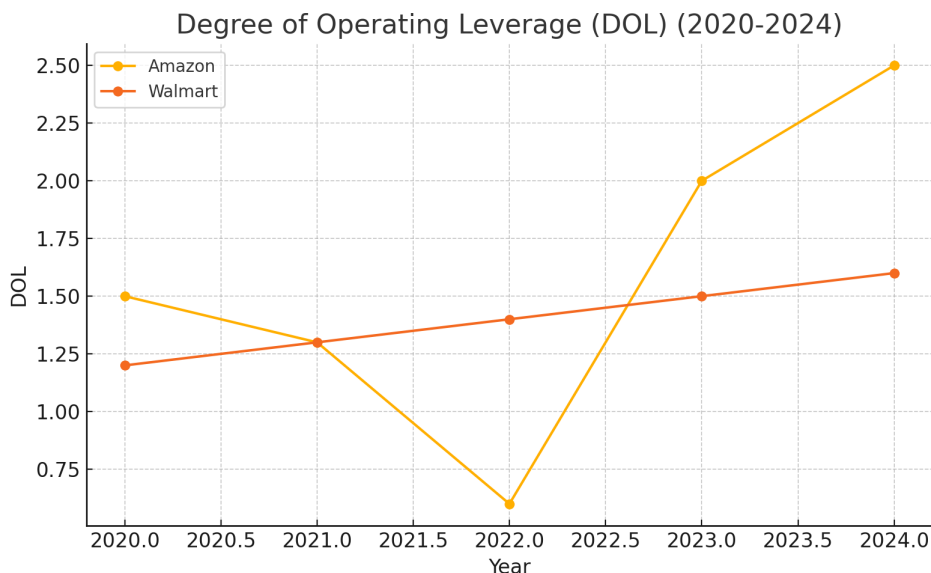


Chart 2. Degree of Operating Leverage

Amazon's DOL demonstrates higher variability over the five-year period, underscoring its greater sensitivity to changes in sales volume. Specifically, Amazon's DOL dropped sharply to below 0.75 in 2022, reflecting operational strain or cost pressures during that period, but rebounded aggressively, reaching 2.5 in 2024. This significant fluctuation highlights Amazon's aggressive growth model, where high fixed costs—such as investments in logistics, technology infrastructure, and product diversification—amplify both the risks and rewards tied to sales changes. During strong revenue growth phases, Amazon enjoys amplified profit gains, but the same structure exposes the company to greater earnings volatility during market downturns or periods of sales stagnation (chart 2).

In contrast, Walmart maintains a more stable and moderate DOL, gradually rising from 1.2 in 2020 to around 1.4 in 2024. This trend indicates a conservative operational risk profile, with Walmart's traditional retail model relying on a balanced mix of fixed and variable costs. The stability of Walmart's DOL suggests that while its profits do not experience dramatic swings in response to sales changes, the company is better positioned to weather economic fluctuations and market uncertainties. Walmart's risk management approach, emphasizing consistent sales volumes, supply chain efficiency, and tight cost controls, enables it to maintain predictable profit margins even in challenging market conditions.

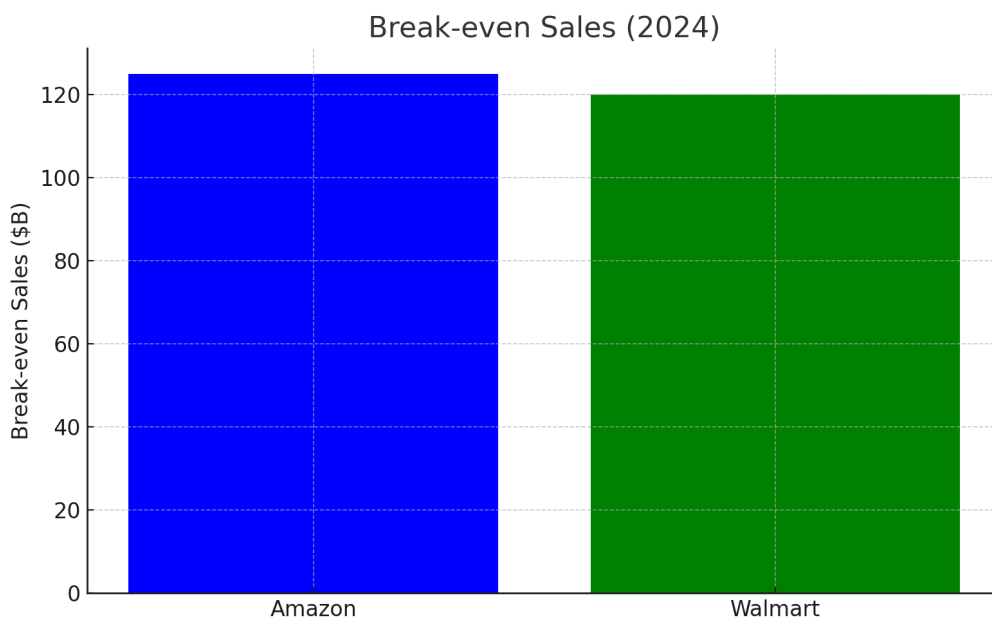


Chart 3. Break-even Sales



Amazon's break-even sales are estimated at approximately \$125 billion, while Walmart's break-even point is slightly lower at around \$120 billion. This difference reflects Amazon's higher fixed costs, driven by its investments in logistics infrastructure, technology platforms, and innovation projects aimed at expanding market share. The higher break-even threshold means Amazon must generate significantly more revenue to cover its fixed expenses and begin making a profit, highlighting the scalability challenges of its business model (chart 3).

In contrast, Walmart's lower break-even point indicates a more stable cost structure, with a balanced mix of fixed and variable costs that allows the company to achieve profitability at a lower sales level. Walmart's traditional retail model, with its extensive physical store network and supply chain efficiencies, supports this lower threshold, emphasizing a steady, volume-driven strategy rather than an aggressive growth approach.

While Amazon's model offers greater profit potential during high-growth periods, it also exposes the company to greater risk if sales underperform. Walmart's approach, though potentially limiting upside growth, provides a more predictable path to profitability, allowing it to sustain operations even in less favorable market conditions.

These contrasting break-even points underscore the strategic trade-offs between aggressive investment for growth (Amazon) and operational stability with a focus on consistent performance (Walmart).

CONCLUSION

This comparative analysis of Amazon and Walmart from 2020 to 2024 provides valuable insights into how financial metrics such as Degree of Operating Leverage (DOL), Contribution Margin Ratio (CMR), and Break-even Analysis reflect the companies' operational strategies, risk profiles, and profitability dynamics. These financial tools help uncover how business models, cost structures, and sales strategies shape the financial health and long-term viability of major retail firms.

The study shows that Amazon's business model is characterized by a higher CMR and more volatile DOL, indicating greater sensitivity to sales fluctuations. This reflects Amazon's aggressive growth strategy, leveraging its e-commerce dominance, technology platforms, and scalable logistics infrastructure to drive higher gross margins. However, this same structure introduces greater operational risk, as Amazon's heavy fixed cost base magnifies the impact of revenue changes, exposing the company to potential profit volatility during market downturns or unexpected disruptions. While this model allows Amazon to achieve rapid growth and higher profit potential during expansion phases, it also requires careful risk management to avoid significant earnings volatility.

In contrast, Walmart's financial metrics demonstrate a more stable and conservative profile, with a lower but consistent CMR and DOL across the five-year period. This pattern reflects Walmart's traditional brick-and-mortar retail model, built around volume-driven sales, low pricing strategies, and a lean operational structure that emphasizes cost efficiency over margin expansion. Walmart's steady financial performance underscores its defensive approach, focusing on maintaining market share through reliable customer demand and efficient supply chain management rather than pursuing aggressive margin growth or high-risk innovations.

The break-even analysis further illustrates the contrasting business models. Amazon's higher fixed cost structure, driven by investments in technology, R&D, and global fulfillment networks, results in a higher break-even sales threshold (approximately \$125 billion in 2024), requiring greater revenue to sustain operations. Conversely, Walmart's streamlined model allows it to achieve profitability at lower sales levels (around \$120 billion), highlighting its focus on operational resilience and lower risk exposure. These differences underscore the strategic trade-offs between scalability and risk for Amazon and stability and efficiency for Walmart, providing insights into how each company navigates growth challenges in a dynamic retail environment.

This analysis contributes to the broader understanding of financial performance assessment in the retail sector, offering practical insights for investors, financial analysts, and corporate managers. It emphasizes the importance of balancing growth strategies with risk management, particularly in industries where demand volatility, competitive pressures, and technological change are significant factors. By understanding how core financial metrics interact with business models, decision-makers can better assess the trade-offs between profitability and risk in complex markets.

Future research could further explore the impact of macroeconomic factors such as inflation, interest rates, and global trade dynamics on the financial performance of Amazon, Walmart, and other leading retailers. Additionally, examining the influence of technological innovations (such as AI-driven logistics, automation, and digital platforms) and shifts in consumer behavior (like sustainability concerns and omnichannel shopping preferences) would provide a more comprehensive understanding of emerging risks and opportunities. A deeper investigation into industry-specific cost structures, supply chain dependencies, and geopolitical risks could also offer valuable insights for strategic decision-making, helping businesses navigate uncertainty while maintaining competitive advantage.

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El.Pochta: sq143235@gmail.com

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