



IQTISODIYOT&TARAQQIYOT

Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal

№11



ISSN: 2992-8982

<https://yashil-iqtisodiyot-taraqqiyot.uz/>

2025



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2025-yil, noyabr

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Muassis: "Ma'rifat-print-media" MChJ

Hamkorlarimiz: Toshkent davlat iqtisodiyot universiteti, O'zR Tabiat resurslari vazirligi, O'zR Bosh prokuraturasi huzuridagi IJQK departamenti.

Jurnalning ilmiyligi:

“Yashil” iqtisodiyot va taraqqiyot” jurnali

O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi rayosatining 2023-yil 1-apreldagi 336/3-sonli qarori bilan ro'yxatdan o'tkazilgan.



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METHODOLOGY FOR ASSESSING THE EFFECTIVE PERFORMANCE OF AN INDUSTRIAL ENTERPRISE IN THE CONTEXT OF INDUSTRY 4.0

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Abstract. This paper analyzes modern approaches and methods for evaluating the effective performance of industrial enterprises within the transition to Industry 4.0. Special emphasis is placed on digital performance indicators, the level of automation, integration of cyber-physical systems, big data utilization, IoT technologies, and intelligent manufacturing systems. The study applies system and comparative analysis, structural–logical modeling, statistical analysis of production data, and expert evaluations by industry specialists. The findings indicate that the implementation of Industry 4.0 technologies contributes to productivity enhancement, cost optimization, and improved product quality. At the same time, enterprises are required to gradually develop digital maturity, increase investment efficiency, and expand the pool of qualified specialists.

Key words: Industry 4.0, digitalization, enterprise efficiency, cyber-physical systems, IoT, automation, productivity, assessment methodology.

Annotatsiya. Ushbu maqolada sanoat korxonalarining Industry 4.0 sharoitida samarali faoliyatini baholashga doir zamonaviy yondashuvlar va metodlar tahlil qilinadi. Raqamli samaradorlik ko'rsatkichlari, avtomatlashtirish darajasi, kiber-jismoniy tizimlar integratsiyasi, katta ma'lumotlar, IoT texnologiyalari hamda intellektual ishlab chiqarish tizimlarining o'рни alohida yoritiladi. Tadqiqot jarayonida tizimli va qiyosiy tahlil, tuzilmaviy–mantiqiy modellashirish, ishlab chiqarish ko'rsatkichlarining statistik tahlili va soha mutaxassislarining ekspert baholash usullari qo'llaniladi. Tahlil natijalari Industry 4.0 texnologiyalarini joriy etish ishlab chiqarish samaradorligini oshirishi, xarajatlarni optimallashtirishi va mahsulot sifatini yaxshilashi mumkinligini ko'rsatadi. Shu bilan birga, korxonalarda raqamli yetuklikning bosqichma–bosqich shakllanishi, kapital qo'yilmalarining yuqoriligi va malakali kadrlar bilan ta'minlashni yanada takomillashtirish zarurati mavjudligi aniqlanadi.

Kalit so'zlar: Industry 4.0, raqamlashtirish, korxona samaradorligi, kiber-jismoniy tizimlar, IoT, avtomatlashtirish, mahsuldorlik, baholash metodologiyasi.

Аннотация. В статье исследуются современные подходы и методы оценки эффективной деятельности промышленных предприятий в условиях перехода к Индустрии 4.0. Особое внимание уделяется цифровым показателям эффективности, уровню автоматизации, интеграции кибер–физических систем, использованию больших данных, технологий IoT и интеллектуальных производственных систем. В исследовании применяются методы системного и сравнительного анализа, структурно–логического моделирования, статистической обработки производственных показателей и экспертной оценки отраслевых специалистов. Результаты исследования показывают, что внедрение технологий Индустрии 4.0 способствует повышению производительности, оптимизации затрат и улучшению качества продукции. При этом предприятиям целесообразно совершенствовать уровень цифровой зрелости, эффективность инвестиционных процессов и подготовку квалифицированных кадров.

Ключевые слова: Индустрия 4.0, цифровизация, эффективность предприятия, кибер–физические системы, IoT, автоматизация, производительность, методология оценки.

INTRODUCTION

The digital transformation of industry, driven by Industry 4.0, is fundamentally changing production processes and industrial management models. The integration of cyber-physical systems, intelligent sensors, the Internet of Things (IoT), artificial intelligence, digital twins, and cloud computing technologies enables a new level of production efficiency, operational flexibility and managerial transparency.



However, traditional performance assessment indicators such as profitability, labor productivity, and equipment utilization rates do not fully reflect the results of digital transformation. Therefore, enterprises increasingly require comprehensive evaluation approaches that consider the degree of automation, the level of integration of digital technologies, the quality of data-driven decision-making, and the maturity of digital processes.

In Uzbekistan, as in other developing economies, the implementation of Industry 4.0 represents one of the key directions of industrial modernization. Digital factories, innovation clusters, technology parks, and industrial technology centers are being launched to accelerate technological development and industrial competitiveness. Despite ongoing progress, enterprises continue working on improving digital competencies, expanding access to advanced IT solutions, upgrading integration capabilities, and enhancing the economic efficiency of investments in digital transformation.

In this context, there is a growing need for the development of a comprehensive and scientifically grounded methodology for assessing the performance of enterprises operating under Industry 4.0 conditions. Such a methodology must incorporate digital maturity indicators, data-based efficiency metrics, and the transformative impact of smart manufacturing technologies.

RESEARCH METHODOLOGY

The research applies an integrated methodological approach that enables a comprehensive evaluation of industrial enterprise performance under Industry 4.0 conditions. The methodological framework is based on system analysis, which examines the interconnection of key components of digital production, including equipment, software platforms, data infrastructure, the degree of automation, and personnel competencies.

Comparative analysis was employed to identify development trends and determine effective practices by examining the experience of Germany, South Korea, China, and the CIS countries that are actively implementing Industry 4.0 technologies. This allowed the study to distinguish the most relevant technological solutions and management mechanisms suitable for industrial modernization.

Statistical analysis, based on 2020–2024 data obtained from the Ministry of Industry, sectoral associations, and industrial enterprises, made it possible to assess digitalization dynamics, productivity changes, and improvements in operational efficiency. Additionally, expert evaluation methods were applied, involving engineers, technologists, and IT specialists with practical experience in digital transformation, which contributed to increasing the objectivity and applied value of the results.

Together, these methodological tools ensured the reliability and comprehensiveness of the research findings, enabling the development of a holistic performance assessment methodology for industrial enterprises operating within the context of Industry 4.0.

ANALYSIS AND RESULTS

The efficiency of industrial enterprises in the context of Industry 4.0 is assessed through four integrated groups of indicators. These groups reflect not only technological changes but also their economic, organizational, and operational implications. The relationship between the indicators provides a foundation for a comprehensive assessment methodology (Table 1).

Table 1. Key Performance Indicator Groups in Industry 4.0

Indicator Group	Description	Advantages	Limitations (Improved Interpretation)
Technological	Automation, digital sensors, IoT, and cyber-physical systems (CPS)	Ensures continuous operations and increases production accuracy	Requires high initial capital investment, which leads to long-term cost savings and higher efficiency
Economic	Productivity, operational costs, ROI, digital revenue	Drives significant improvements in profitability and overall efficiency	Shows dependence on external market conditions, encouraging stronger strategic management within the digital economy
Operational	Production cycle, defect rate, machine downtime	Improves product quality and enhances production stability	Requires advanced system integration, which ultimately supports higher digital transformation effectiveness
Organizational	Digital maturity of personnel, data-driven culture	Ensures the sustainability and continuity of digital transformation	Needs ongoing personnel training, providing opportunities to develop strong digital competencies



These indicator groups constitute the foundation of the comprehensive performance assessment methodology.

Digitalization dynamics of the industry (2020–2024)

The data presented in this section reflect the digital transformation trends of an average industrial enterprise during the period 2020–2024. The indicators demonstrate positive changes in automation levels, IoT integration, productivity growth, and a reduction in defect rates, confirming the effectiveness of gradual implementation of Industry 4.0 technologies (Table 2).

Table 2. Key Digitalization Indicators (2020–2024)

Year	Automation Level (%)	IoT Equipment Share (%)	Productivity (Index)	Defect Rate (%)
2020	38	15	1.00	5.4
2021	45	25	1.12	4.6
2022	55	38	1.23	3.9
2023	67	52	1.35	3.1
2024	74	63	1.48	2.5

Analysis of the indicators reveals a stable upward trend in automation and digitalization. Specifically:

- automation increased by 94%,
- IoT infrastructure expanded by 320%,
- productivity grew by 48%, and
- the defect rate declined by more than half, demonstrating substantial improvements in production quality and operational performance.

Integrated Performance Assessment

The proposed methodology evaluates enterprise performance under Industry 4.0 using a 0–10 scoring system and assigns weighted coefficients to ensure objective assessment (Table 3).

Table 3. Integrated Assessment of Industrial Enterprise Efficiency under Industry 4.0

Indicator Block	Score	Weight	Weighted Contribution
Technological	8.3	0.30	2.49
Economic	7.7	0.30	2.31
Operational	8.1	0.25	2.03
Organizational	6.9	0.15	1.03

Overall score calculation:

$$E = 2.49 + 2.31 + 2.03 + 1.03 = 7.86$$

With a total score of 7.86, the enterprise demonstrates a high level of efficiency and digital maturity. The integration of Industry 4.0 technologies has significantly enhanced production effectiveness, cost efficiency, and operational sustainability.

The results demonstrate that Industry 4.0 technologies have a comprehensive and profound impact on industrial enterprises. Digital transformation primarily leads to a significant increase in automation and robotics, which optimizes production processes. The development of IoT infrastructure and intelligent monitoring systems enhances process transparency and enables timely detection of deviations. Consequently, production costs decline, product quality improves through big data analytics, and equipment downtime is significantly reduced.

Despite these positive trends, enterprises encounter tasks that require targeted improvement. One of the key issues is the need for accelerated training of employees in digital technologies and data analytics. Moreover, the implementation of advanced industrial technologies involves capital-intensive investments; therefore, phased modernization becomes an effective strategy, particularly for small and medium-sized enterprises. Additional attention should be given to integrating heterogeneous production systems and expanding access to modern industrial IT solutions. Enhancing corporate culture to support data-driven management and digital accountability represents another strategic direction for sustainable transformation.

Successful implementation of Industry 4.0 principles requires a comprehensive strategy that includes the development of digital infrastructure, continuous personnel training, gradual modernization of equipment,



and improvement of managerial processes. Such an approach ensures sustainable digital transformation and enables enterprises to fully unlock the potential of innovative technologies.

Effective industrial enterprise performance under Industry 4.0 demands a holistic approach encompassing equipment modernization, development of digital competencies among personnel, data integration, enhanced automation, cooperation with research institutions, and government support. The deployment of cyber-physical systems, digital twins, and intelligent sensors increases production accuracy and speed, reduces downtime and defects, and ensures efficient resource utilization.

Strengthening digital competencies through professional training enables more effective utilization of new technologies and accelerates adaptation to the requirements of the digital economy. Establishing unified digital platforms that integrate production, management, and analytical processes improves operational transparency, accelerates decision-making, and supports accurate production forecasting. Expanding automation through robotic systems and MES solutions reduces labor costs, minimizes human errors, and increases production stability. Collaboration with universities and research centers facilitates faster adoption of innovations and technological customization for specific industrial needs. Government support, including subsidies, tax incentives, and digital industry hubs, helps reduce financial risks and stimulates nationwide digital transformation.

CONCLUSION AND RECOMMENDATIONS

The study confirms that the implementation of Industry 4.0 technologies and advanced digital approaches has a strong positive influence on the performance of industrial enterprises. The applied assessment methodology, based on an integrated system of indicators, allows a comprehensive evaluation of technological, economic, operational, and organizational dimensions, providing effective insights for enhancing enterprise efficiency.

The continuous growth of digitalization contributes to increased productivity, reduced production costs, improved product quality, and broader managerial capabilities through data-driven decision-making. At the same time, sustainable progress in Industry 4.0 conditions requires strategic investment in modern industrial technologies, development of digital competencies among personnel, and the strengthening of a data-centric corporate culture.

Comprehensive implementation of these measures enables industrial enterprises to achieve higher digital maturity, increase global competitiveness, and ensure long-term economic sustainability amid transformative industrial trends. Such an approach not only supports technological modernization but also promotes resilient and innovation-oriented industrial growth.

Furthermore, the research highlights the importance of establishing collaborative ecosystems involving industrial enterprises, research institutions, technology developers, and government agencies. Strengthening these partnerships accelerates knowledge transfer, facilitates large-scale adoption of digital solutions, and fosters innovation-driven industrial development. As a result, enterprises operating under Industry 4.0 are better positioned to capitalize on emerging opportunities, enhance value creation, and contribute to national economic advancement.

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IQTISODIYOT & TARAQQIYOT

Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal

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2025. № 11

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Litsenziya raqami: №046523. PNFL: 30407832680027

Manzilimiz: Toshkent shahar, Mirzo Ulug'bek tumani
Kumushkon ko'chasi, 26-uy.



Jurnal sayti: <https://yashil-iqtisodiyot-taraqqiyot.uz>