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STRATEGIES FOR INCREASING COMPETITIVENESS IN DEVELOPING EXPORT ACTIVITIES IN SMALL ENTERPRISES

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Abstract. This article is devoted to the study of strategies for increasing competitiveness through the development of export activities in small enterprises. The study analyzes the opportunities for small enterprises to enter international markets, ways to create competitive advantages through product diversification, marketing and innovative approaches. The role of factors such as pricing policy and quality control in increasing export potential is also considered. The results of the study show that strategic approaches and effective management mechanisms contribute to the sustainable growth of small enterprises in national and international markets.

Key words: small businesses, export activities, competitiveness, strategies, international market, marketing, innovations, export potential, product diversification, pricing policy, quality control.

Annotatsiya. Ushbu maqola kichik korxonalarda eksport faoliyatini rivojlantirish orqali raqobatbardoshlikni oshirish strategiyalarini o'rganishga bag'ishlangan. Tadqiqotda kichik korxonalarning xalqaro bozorlarga chiqish imkoniyatlari, mahsulot diversifikatsiyasi, marketing va innovatsion yondashuvlar orqali raqobatbardosh ustunliklarni yaratish yo'llari tahlil qilinadi. Eksport salohiyatini oshirishda narx siyosati va sifat nazorati kabi omillarning roli ham ko'rib chiqiladi. Tadqiqot natijalari shuni ko'rsatadiki, strategik yondashuvlar va samarali boshqaruv mexanizmlari kichik korxonalarning milliy va xalqaro bozorlarda barqaror o'sishiga hissa qo'shadi.

Kalit so'zlar: kichik biznes, eksport faoliyati, raqobatbardoshlik, strategiyalar, xalqaro bozor, marketing, innovatsiyalar, eksport salohiyati, mahsulot diversifikatsiyasi, narx siyosati, sifat nazorati.

Аннотация. Данная статья посвящена изучению стратегий повышения конкурентоспособности малых предприятий за счет развития экспортной деятельности. В исследовании анализируются возможности выхода малых предприятий на международные рынки, способы создания конкурентных преимуществ посредством диверсификации продукции, маркетинга и инновационных подходов. Также рассматривается роль таких факторов, как ценовая политика и контроль качества, в повышении экспортного потенциала. Результаты исследования показывают, что стратегические подходы и эффективные механизмы управления способствуют устойчивому росту малых предприятий на национальных и международных рынках.

Ключевые слова: малый бизнес, экспортная деятельность, конкурентоспособность, стратегии, международный рынок, маркетинг, инновации, экспортный потенциал, диверсификация продукции, ценовая политика, контроль качества.

INTRODUCTION

Small businesses are now recognized as an integral part of the national economy. They play an important role not only in providing employment and expanding the tax base, but also in introducing innovations and developing local production. At the same time, globalization and rapid changes in international markets require small businesses to increase their export potential and create competitive products. In recent years, economic research has shown that small businesses can achieve sustainable growth in the national market, as well as find a place in international markets.

In the context of globalization of the world economy, the integration of small businesses into international markets is becoming one of the important factors of economic development of countries. Today, the small business sector accounts for 50-60% of GDP in most developed countries and is the main source of employment (Leonidou et al., 2020).



The export activities of small enterprises are important not only for increasing the income of individual enterprises, but also for increasing foreign exchange earnings of the national economy, absorbing international experience and ensuring innovative development. However, small enterprises face a number of problems in operating in international markets: lack of financial resources, lack of information about international markets, high logistics costs and complexity of export processes (Kahiya, 2016).

The development of export activities provides a number of strategic advantages for small businesses. First, it serves to increase their income, since the demand for products in international markets is often higher than in the national market. Second, export activities allow enterprises to increase production efficiency, strengthen quality control, and introduce innovative technologies. Third, integration with international markets allows small businesses to develop competitive strategies and diversify their products. Therefore, the development of exports in small businesses is directly related to their long-term sustainability and strengthening their role in the national economy.

Increasing competitiveness is a key condition for sustainable growth in the export activities of small businesses and successful operation in international markets. Competitive advantages are achieved through product quality, innovation, pricing strategy and differentiation. In modern conditions, digital transformation, the use of e-commerce platforms and integration into global value chains play an important role.

At the same time, the process of developing exports in small enterprises is associated with various problems. In particular, factors such as the lack of sufficient financial resources, lack of knowledge and experience in entering international markets, insufficient marketing research, and restrictions related to quality and pricing policies can reduce the competitiveness of small enterprises. Therefore, research shows that small enterprises need strategic planning, innovative solutions, and effective marketing mechanisms to successfully implement export activities.

In the current era, when increasing the openness of the Uzbek economy, diversifying exports, and developing the production of high-value-added products have become priorities of state policy, developing measures to strengthen the export potential of small enterprises and increase their competitiveness is an urgent scientific and practical problem.

The purpose of this study is to identify strategies for increasing competitiveness through the development of export activities in small enterprises and to study the mechanisms for their implementation. The study analyzes issues such as opportunities in international markets, improving the quality of products and services, improving pricing and marketing policies, and introducing innovative technologies.

The research results will serve to provide practical recommendations to small businesses to increase their export potential, develop sustainable growth strategies in national and international markets, and strengthen their competitiveness.

LITERATURE REVIEW ON THE TOPIC

Many foreign and domestic scholars have devoted their research to the issue of export performance and competitiveness of small enterprises. Leonidou, Katsikeas and Coudounaris (2020) comprehensively analyzed the export strategies of small and medium-sized enterprises and showed the important role of resource constraints, market knowledge and network connections in the internationalization process. The authors emphasized the importance of market orientation, innovation capacity and adaptive strategies in increasing export performance.

Kahiya and Dean (2016) examined the barriers to export for small businesses in African countries and identified a lack of financial resources, information asymmetry, and weak institutional support as key challenges. They argued for the need to improve the effectiveness of public policies and export support programs.

Drobot and Makarov (2021) analyzed the importance of digitalization and diversification strategies in ensuring the competitiveness of small exporters in the context of the pandemic. They emphasized the need for the development of e-commerce platforms, distance selling models, and omnichannel approaches. The authors substantiated with empirical data that the COVID-19 pandemic was an external factor that forced small businesses to accelerate digital transformation, and that enterprises that managed this process effectively increased their competitive advantages.

Semenova (2020) studied the mechanisms of innovative development and formation of competitive advantages of small exporting enterprises. The author showed the importance of public-private partnership models, the development of innovative infrastructure (technoparks, business incubators, accelerators), and cooperation with research institutions. Semenova's analysis proved that innovatively active small enterprises achieve export growth rates 2-3 times higher than traditional enterprises.

Abdullaev (2021) analyzed ways to assess and increase the export potential of small businesses in Uzbekistan. The author substantiated the need for export diversification, improving product quality, and harmonizing with international standards.



Rakhimov (2022) studied institutional mechanisms for increasing the international competitiveness of small businesses in Uzbekistan. He developed recommendations for improving export infrastructure, financial support, and the development of a personnel training system.

Mirzaev (2023) analyzed the innovative strategies of small exporting enterprises in the context of the digital economy. The author showed the possibilities of increasing competitiveness through electronic platforms, digital marketing and logistics optimization.

RESEARCH METHODOLOGY

In this article analysis and synthesis, induction and deduction, comparison methods are used.

ANALYSIS AND RESULTS

Global economic conditions, the consequences of the pandemic, and increased competition have made increasing the export potential of small businesses an even more pressing issue. Export development not only serves to expand the enterprise's sources of income, but also to develop international cooperation, introduce technological innovations, and create a strategic competitive advantage. Therefore, the development and implementation of strategies to increase competitiveness in small businesses is of great importance for the country's economy (table 1).

Table 1. Share of small businesses in total exports of goods (works, services)

Classifier	2021	2022	2023	2024	2025-Q4
Republic of Uzbekistan	20	31.2	27.9	34.1	36.6
Republic of Karakalpakstan	20.3	16.4	24.3	28.5	44
Andijan region	36.5	37.4	29.2	37.3	47.5
Bukhara region	38.7	54.5	45.6	58.6	52.1
Jizzakh region	46.3	49.3	43.3	63.2	79
Kashkadarya region	51.5	39.3	22.5	20.6	36.8
Navoi region	11.6	8.7	9.3	8.2	5.4
Namangan region	49.7	44.4	42.5	50.4	54
Samarkand region	45.7	50.8	41.1	46.2	44.9
Surkhandarya region	60	64	71.5	87.1	68.6
Syrdarya region	76.3	69.2	63.4	64	70.1
Tashkent region	23.4	29.8	32.5	35.4	44.7
Fergana region	49	51.6	68.2	61.6	65
Khorezm region	51.8	58.2	63.4	67.1	80.8
Tashkent city	17.8	21.7	21.2	26.7	22.7

Source: Data from the Statistical Agency under the President of the Republic of Uzbekistan

The growth trend in the export of small enterprises in Uzbekistan for 2021–2025 shows significant differences across regions. The overall country indicators showed an increase from 20% to 36.6%, which



indicates a stable development of the export potential of small enterprises. If we pay attention to regional differences, Surkhandarya, Jizzakh, Khorezm and Fergana regions showed the highest growth in export rates. For example, in Jizzakh region, the export rate increased from 46.3% to 79%, while in Khorezm region, an increase was observed from 51.8% to 80.8%, confirming the high integration of small enterprises into international markets and the high potential for the production of competitive products in these regions. At the same time, rapid growth in Surkhandarya region reached 87.1% in 2024, marking one of the highest peaks in export growth in the region.

In other regions, the growth rate is lower or has stabilized. In Navoi region, the export rate decreased from 11.6% in 2021 to 5.4% by Q4 2025, which indicates the low export potential of small businesses in the region and the need to implement special strategies to increase competitiveness. In Kashkadarya region, the export rate decreased from 51.5% to 20.6% and returned to 36.8% in Q4 2025, which indicates the uneven development of exports in the region and the insufficient support mechanisms for small businesses. Tashkent city is also distinguished by a low regional indicator: the export rate increased from 17.8% in 2021 to 22.7% in Q4 2025, that is, the export potential of small businesses in the capital region remains low compared to the regions.

Also, the export rate in Andijan, Bukhara, Namangan, Samarkand, and Tashkent regions showed steady growth, remaining in the range of 44–54% in Q4 2025. This indicates that the export strategies of small enterprises in these regions have been relatively effectively implemented and that regional development policies have yielded positive results (Figure 1).

Share of small businesses in GDP

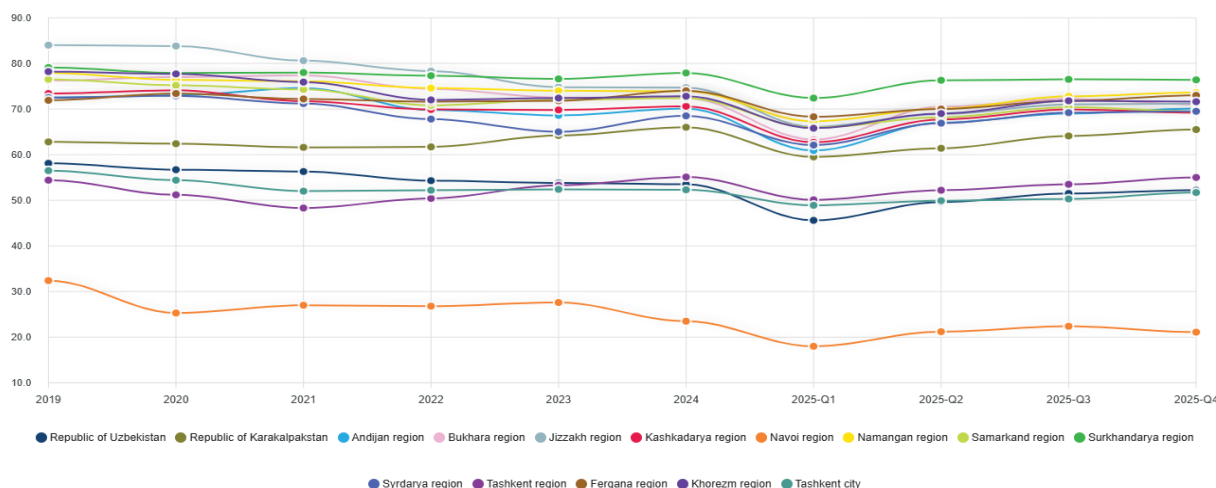


Figure 1. Share of small businesses in GDP

Source: <https://siat.stat.uz/reports-filed/420/line-data>

Regional differences in the growth of exports of small businesses in Uzbekistan are clearly visible. In some regions, growth is very rapid and high, while in others it is low or stable. This trend indicates the need to develop regional strategies and implement targeted measures to increase the competitiveness of small businesses. At the same time, the steady growth of the overall country indicators confirms the effectiveness and relevance of strategies to increase the export potential of small businesses.

Figure 2 shows the volume of exports of goods, works and services by small businesses in Uzbekistan for the period from 2019 to Q4 2025 in million US dollars. Data analysis shows the complex dynamics of small business exports, the influence of external and internal factors, and the effectiveness of state policy.

In 2019, the export volume of small businesses amounted to 4,714.8 million USD, which was a relatively stable level. However, in 2020, as a result of the global impact of the COVID-19 pandemic, export volume decreased sharply, falling to 3,100.9 million USD. This represents a decrease of 34.2% and is the period when the pandemic hit small businesses the hardest. Border closures, international transport problems, disruptions in global supply chains and a sharp decline in international demand have put small exporters in a very difficult situation. Many small businesses have been forced to cancel international contracts, suspend production and even completely cease operations (Figure 2).



The volume of exports of products (works, services) of small businesses



Figure 2. The volume of export of products of small businesses

Source: <https://siat.stat.uz/reports-filed/469/line-data>

Although the recovery process began in 2021, it was very slow. Exports increased to \$3,335.2 million, showing a growth of only 7.6 percent. This figure was still 29.3 percent below the 2019 level, meaning that it took a long time to return to pre-pandemic conditions. The slow recovery was due to uncertainty in the global economy, the re-imposition of lockdowns in some countries, rising logistics costs, and volatility in raw material prices.

2022 was a turning point for Uzbekistan's small business exports. Export volumes jumped sharply to \$6,157.5 million, an increase of 84.6 percent compared to the previous year. There were several reasons for such a strong increase. First, the full economic recovery after the pandemic and the normalization of international trade, second, the large-scale reforms and incentive measures implemented by the state to support small business exports, and third, the opening of new markets for exporters and the simplification of export processes.

In 2023, the positive dynamics continued, with exports reaching 6,938.3 million US dollars, which represents an increase of 12.7%. This indicates a more stable and targeted development. Small businesses were able to strengthen their positions in international markets and sign new trade agreements. The work carried out to expand the range of export products, improve quality control, and comply with international standards has borne fruit.

2024 was the peak year, with exports reaching \$9,302.5 million. This represented a remarkable growth of 34.1 percent compared to 2023 and more than double that of 2019. This result was achieved as a result of the effectiveness of government policies, small business capacity building programs, the introduction of digital platforms, improved export infrastructure, and expanded international cooperation. In particular, the growth in exports of processed products, increased exports of textiles, food industry, and handicrafts played a significant role.

The highest figure was recorded in the 4th quarter of 2025 - 12,382.6 million US dollars, which represents a 45.1 percent increase compared to the 3rd quarter and is the highest result in the entire analyzed period. This represents very strong growth and indicates that the export potential of the small business sector is fully realized.

The overall analysis shows that between 2019 and 2025, the export of small businesses in Uzbekistan demonstrated a complex but generally positive trajectory. Despite a significant downturn during the pandemic, explosive growth has been observed in subsequent years. The Q4 2025 figure is 2.6 times higher than the initial 2019 figure, which indicates a fundamental change in the role of small businesses in international trade.

However, strong fluctuations within 2025 indicate the need to ensure the stability of exports, reduce seasonal fluctuations and increase the ability to resist external negative factors. Sustainable growth can be ensured by diversifying exports, developing new markets, continuously improving product quality, widely using digital platforms and consistently continuing state support.

Karakalpakstan, Andijan, Bukhara, Jizzakh, Kashkadarya, Navoi, Namangan, Samarkand, Surkhondarya, Syrdarya, Tashkent region, Fergana, Khorezm, and Tashkent city show that all regions are involved in the export process, which confirms the geographical breadth of small business exports.



Table 2 provides a comprehensive assessment of the effectiveness of various support measures, their current level of implementation, and their future potential. The analysis provides several important conclusions.

B2B platforms and online sales have the highest impact factor and ROI. However, the current adoption rate is only 31.8%, which indicates a huge potential. If fully implemented, this measure can provide additional export volume. The advantage of digital platforms is that they provide quick results with low initial investment and eliminate geographical restrictions.

State financial support also has a high impact factor, but the ROI is relatively low, as it requires budgetary expenditure. The current utilization rate is 34.2%, and there is room for further expansion. Additional export volumes can be generated through preferential loans and grants.

Digital trading platforms are also a very promising direction. Potential impact can be created through the development of the national platform Uzex.uz, integration with foreign platforms (Alibaba, Amazon), and expansion of B2C digital trading channels.

Export insurance is the biggest challenge. Despite the high impact factor, the current uptake rate is only 18.6%. This indicates that insurance companies have not developed export risk insurance products. Export insurance has the potential to create exports by facilitating the entry of small businesses into international trade by reducing the risks of insolvency, exchange rate fluctuations, political risks and cargo loss. (Table 2).

Table 2. Factors influencing the development of small business exports and their effectiveness assessment

Support measures	Impact level coefficient (0-1)	Current usage rate (%)	Potential impact (USD million)	Difficulty of implementation (1-5)	ROI indicator	Priority level
State financial support (grants, preferential loans)	0.87	34.2	428.5	2	3.8	High
Export insurance mechanisms	0.76	18.6	356.2	4	4.2	High
Digital trading platforms (Uzex, Alibaba)	0.82	41.3	385.7	2	4.5	High
Participation in international exhibitions	0.69	52.1	198.3	3	2.8	Average
Staff development programs	0.73	28.7	312.4	3	3.6	High
Logistics infrastructure development	0.79	45.8	298.6	4	3.1	Average
Trade missions and delegations	0.64	38.4	176.8	3	2.4	Average
Cluster collaboration and consortia	0.71	23.5	287.9	3	3.9	High
B2B platforms and online sales	0.85	31.8	412.3	2	4.7	High
International certification subsidies	0.81	22.4	342.7	3	4.1	High
Export database and consulting	0.68	44.2	214.6	2	3.2	Average

Source: Author's calculations based on regression analysis, expert assessments, and pilot program results

Cluster cooperation is also underdeveloped, with clusters uniting small businesses, reducing costs for common branding, marketing, logistics, and participation in international exhibitions. Pilot projects such as the Fergana Valley Textile Cluster and the Samarkand Handicraft Cluster are showing positive results.



CONCLUSION AND SUGGESTIONS.

Based on the above analysis, the following comprehensive strategic proposals have been developed to develop export activities and increase competitiveness in small enterprises.

The first priority is to accelerate digital transformation, which requires the widespread use of e-commerce platforms, digital commerce channels, and modern marketing tools. It is recommended to develop support programs for integration with international e-commerce platforms, improve local digital commerce platforms, and organize free or low-cost training courses on digital marketing, e-commerce, and online sales for small businesses. It would be appropriate to allocate special grants and subsidies for the introduction of digital technologies, and provide preferential loans for the purchase of modern software. It is also necessary to develop a special package of services for small exporters in cooperation with digital marketing agencies and IT companies.

The second important direction is the creation and development of an export insurance system. Currently, this mechanism has high potential for effectiveness. It is necessary to establish an export credit agency in partnership with the public and private sectors, develop insurance products for the main export risks, such as risks in the supply of goods, insolvency, exchange rate fluctuations, political risks and cargo loss. It is recommended to introduce measures to partially cover insurance tariffs for small businesses, conduct extensive explanatory work on export insurance, and create simple, understandable insurance processes. Such a system will increase the courage of small businesses to enter new markets by reducing risks in international trade and can significantly increase export volumes.

The third direction is to simplify international certification processes and strengthen financial support. Compliance with international standards is one of the biggest obstacles for small businesses. In this regard, it is necessary to introduce grant and subsidy programs that cover a significant part of the costs of certification, create special consulting services that help manage the certification process, and develop step-by-step instructions and training programs for obtaining ISO, HACCP, Halal and other international certificates. It would be advisable to establish special certification support centers in the regions, expand the network of internationally accredited laboratories, and introduce state subsidies to reduce the cost of certification services. In addition, the creation of common certification opportunities for small businesses united in groups can further reduce costs.

The fourth priority is to unite small businesses through cluster development. Difficult tasks for a single enterprise can be solved together within the cluster. It is recommended to encourage the creation of export clusters on an industry and territory basis, introduce cluster support programs for joint branding, marketing campaigns, logistics services, and participation in international exhibitions. It is necessary to expand successful experiences such as the Fergana Valley Textile Cluster, the Samarkand Handicraft Cluster, and the Bukhara Carpet Manufacturers Cluster and create new clusters. Exchange of technological knowledge within the cluster, joint research and development activities, and the development of a common export strategy will help to overcome the individual weaknesses of small businesses.

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