

**A THESIS FOR THE DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION**

**A STUDY ON THE  
DEVELOPMENT  
STRATEGY OF  
DELIVERY INDUSTRY  
IN UZBEKISTAN**

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# THE STRUCTURE OF THE WORK

- **CHAPTER 1. INTRODUCTION**
- **CHAPTER 2. LITERATURE REVIEW**
- **CHAPTER 3. RESEARCH METHODOLOGY**
- **CHAPTER 4. RESEARCH FINDINGS, ANALYSIS AND DISCUSSION**
- **CHAPTER 5. CONCLUSION AND RECOMMENDATIONS**

# I. INTRODUCTION

Modernization of the national economy of Uzbekistan objectively required the introduction and development of logistics methods for managing commodity flows. Delivery is a fundamental component of commerce and trade, and involves transport and distribution. The general process of delivering goods is known as distribution, while the study of effective processes for delivery and disposition of goods and personnel is called logistics.

## THE FOLLOWING *RESEARCH QUESTIONS* WERE OFFERED TO DISCUSS:

1. *What are the main challenges of delivery industry in Uzbekistan?*
2. *How can the identified problems will be solved?*
3. *What kind of actions will be proposed to the Strategy Development of Delivery industry?*

**The purpose of this work** is to find ways to improve the organization and management of international cargo and delivery industry in the country

# **THE PURPOSE IS ACHIEVED THROUGH THE FOLLOWING OBJECTIVES:**

- **to study the theoretical aspects of the organization of delivery system;**
- **to reveal the concept of delivery system and its economic essence;**
- **to consider the choice of the method of transport support and the specifics of the organization of delivery system in Uzbekistan;**
- **To indicate the current state of Logistics and delivery in Uzbekistan;**
- **to perform an analysis of the organization of the delivery activities of top ten company;**
- **to identify ways to improve the organization and management of internal and international cargo of the country;**
- **to identify the problems and opinions by analyzing the survey results;**
- **to suggest the future actions, opportunities, perspectives of developing strategy in Delivery industry in Uzbekistan.**

# II. LITERATURE REVIEW

- *2.1. Background of Delivery system*
- *2.2. Problems of Global Delivery Networks Formation*
- *2.3. Equipment in Delivery Infrastructure*
- *2.4. The role of transport and warehouses in the Supply chain*
- *2.5. Warehouse in the supply chain*
- *2.6. Current status of Logistics in Uzbekistan*
- *2.7. How Pandemic situation affected Delivery industry to the country*

# III. RESEARCH METHODOLOGY

- *Both qualitative and quantitative approach is used in the work.*

**Quantitative research** is a research strategy that focuses on quantifying the collection and analysis of data (Bryman, 2012). It is formed from a deductive approach where emphasis is placed on the testing of theory, shaped by empiricist and positivist philosophies

- Analytical method:
  - Comparative analysis
  - Need's analysis

## *Research Design*

- *Observation form;*
- **Questionnaire;**
- **Tables and graphs;**

## *Research Area*



# ***DATA COLLECTION***

- ***Stage 1:*** observation form to define the rating of logistic companies of Uzbekistan and their services.
- ***Stage 2.*** Studying the sources in Literature review and questionnaire including 15 questions in the electronic form and set it in Telegram social networking groups named “Dispatch Time”.
- ***Stage 3.*** analyzing graphics and discussing the results with the problems and opportunities of Uzbekistan.
- ***Stage 4.*** to discuss and give recommendations and future prediction about the Delivery Industry strategy of Uzbekistan.

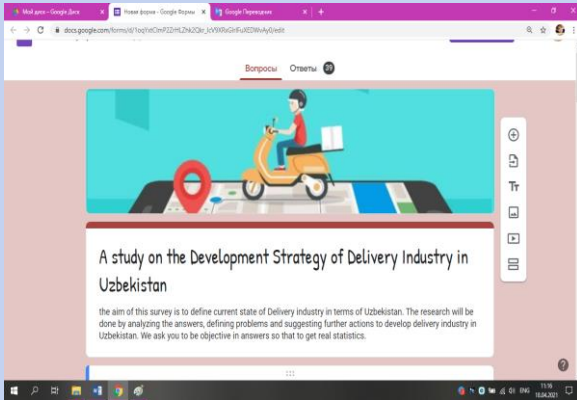


# IV. RESULTS AND DISCUSSIONS

№	Name of the LC	Type of cargo	Destination					Maximum weight for 1 piece
			Uzbekistan	CIS	Asia	Europe	The USA	
1	Aramex	parcels and correspondence	No	Yes	Yes	Yes	Yes	up to 10 kg
2	Ase Express-Ocs	parcels and correspondence	Yes	Yes	Yes	Yes	Yes	Up to 15 kg
3	Bts Express Cargo Servis	parcels, correspondence, cargo	Yes	Yes	Yes	Yes	Yes	not limited
4	DHL Express	parcels and correspondence	Yes	Yes	Yes	Yes	Yes	not limited
5	EMS-Falcon	parcels and correspondence	Yes	Yes	Yes	Yes	Yes	Up to 30 kg
6	FEDEX	parcels and correspondence	No	Yes	Yes	Yes	Yes	not limited
7	Mega Express Courier	parcels and correspondence	Yes	Yes	Yes	Yes	Yes	not limited
8	Pony Express	correspondence	Yes	Yes	Yes	Yes	Yes	not limited
9	Real Logistics	parcels, correspondence, cargo	Yes	Yes	Yes	Yes	Yes	not limited
10	Star Express	parcels and correspondence	Yes	no	no	Latvia	no	not limited
11	Star Press Group	correspondence for legal entities	no	Yes	no	no	no	Up to 2 kg
12	Tnt Express	parcels and correspondence	Yes	Yes	Yes	Yes	Yes	Up to 13 kg
13	Transcontinental	parcels, correspondence, cargo	Yes	Yes	Yes	Yes	Yes	not limited

- Several more companies have left the list because they deliver only within Uzbekistan or Tashkent.
- Two of the companies on our list do not ship to all countries.
- Not all companies accept parcels for dispatch, some deal only with correspondence.
- Those who work with parcels had different criteria for the maximum weight allowed for one place (for one parcel).

# SURVEY ORGANIZATION

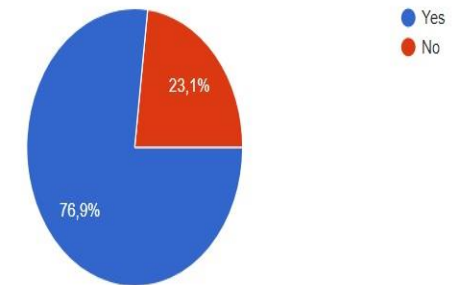


- The survey was done in online form using google forms options. 39 respondents attended in the survey.

**Figure 3. The use of Delivery service by people**

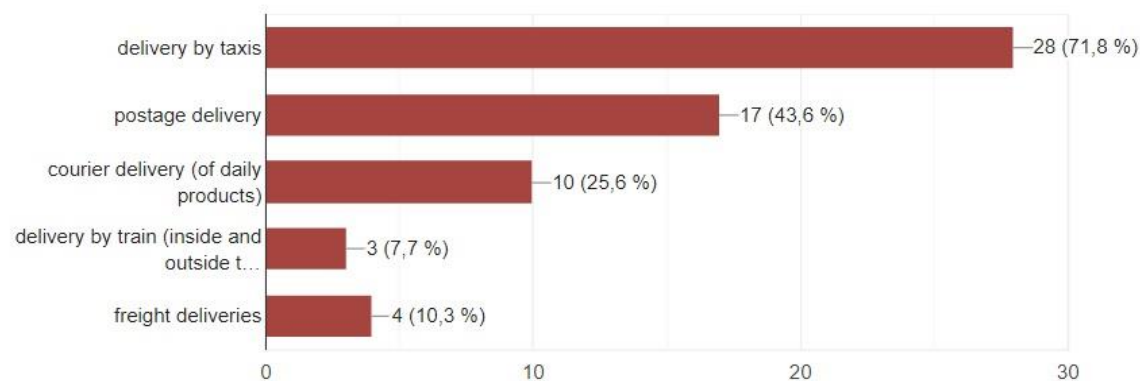
Have you ever used delivery service in Uzbekistan (or sending goods from Uzbekistan to other countries?)

39 ОТВЕТОВ



What kind of delivery do you usually use? (You may choose more than one)

39 ОТВЕТОВ



**Figure 4. Types of delivery use by people**

What kind of delivery courier (mail) services do you usually know? (You may choose more than one answer)

39 ответов

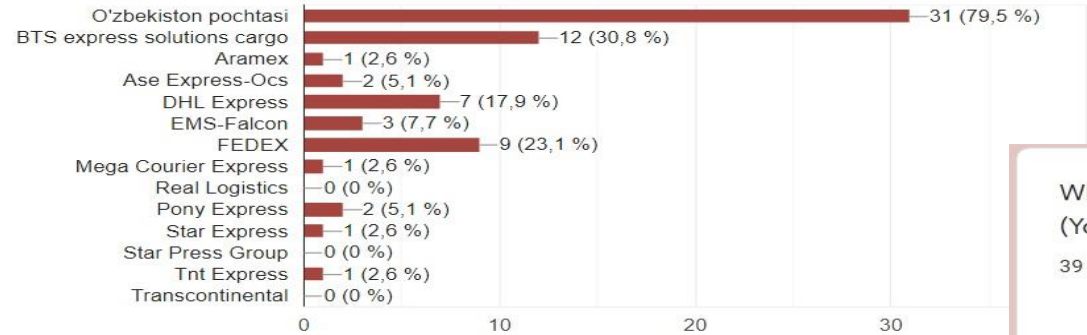
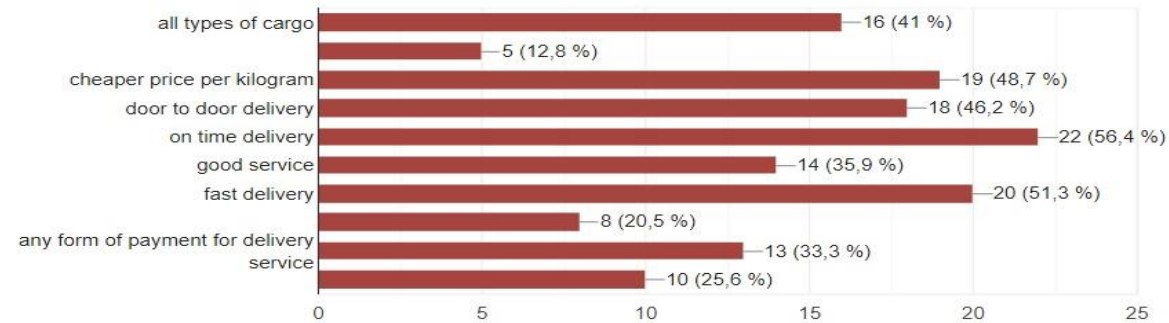


Figure 5. The names of top 13 delivery service companies in the websites.

Figure 8. Delivery service criteria chosen by respondents.

What requirements should delivery service answer of the users according to your opinion? (You may choose more than one )

39 ответов



Please leave your comments about how to improve delivery industry in Uzbekistan.

13 ответов

Should be delivered on time and provided with high quality service.

I think that some problems can be faced because of location. There are some places which are far from the city centre ,where delivery is not working properly. I recommend you to improve delivery service in countryside as well.

Biggest problem is the customs, I believe. Cost is high as well.

Good

Delivery industry has not been systemized in Uzb, it need to put in practise delivery strategy of private sector of US

goooooood

More competitive services make development naturally.

Ok

Figure 9. Opinions on the development of Delivery Industry

## ***4.2. OPPORTUNITIES, PERSPECTIVES OF DELIVERY INDUSTRY***

- **Despite a number of positive developments in the creation and improvement of the transport system of Uzbekistan, there are a number of problems that reduce its overall efficiency.**
- **Without their solution, the transport sector will not be able to meet the growing demand from the economy and the population for relatively low cost, but at the same time prompt and reliable in terms of cargo and passenger transportation diversified by geographic directions.**
- **The availability and quality of transport services for all categories of the population, regardless of place of residence, age, social status, physical condition, is one of the most important indicators of the effectiveness of the state's social policy.**

# V. CONCLUSION AND RECOMMENDATIONS

- **A strong Delivery industry is extremely crucial for supporting economic growth in Uzbekistan. Thus, on the way of establishing and developing this competitive sphere, Uzbekistan should investigate every tiny factor and causes of challenge. This would involve so many specific approaches including analyzing major obstacles affecting to the improvement of marketing, defining the way of cooperation and integration between government and private agencies, simplifying transit processes, increasing coordination among Uzbek and foreign logistics companies, developing the quality of customs administration, attracting investors to private sectors, reconstructing the infrastructure of roads and highways and finally reducing the power of monopoly in transportation.**
- **The Strategy for the development of the transport system of the Republic of Uzbekistan until 2035 (Appendix No. 1 to the resolution of the President of the Republic of Uzbekistan. Sh Mirziyoyev) was approved in order to further improve the transport system of Uzbekistan, provide affordable and quality transport services for businesses and the population, increase the competitiveness of the country's transport sector.**







**THANK YOU FOR YOUR  
ATTENTION!**

