

# PEST АНАЛИЗ МАКРООКРУЖЕНИЯ ОРГАНИЗАЦИЙ ЭЛЕКТРОННОЙ ТОРГОВЛИ В УЗБЕКИСТАНЕ

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**Аннотация.** В статье проведен PEST анализ макроокружения организаций электронной торговли в Узбекистане в условиях расширения влияния онлайн торговли на предпочтения покупателей. Многие торговые организации открывая сайты, каналы через социальные сети первоначально предусматривали цели продвижения товаров, информирования о стимулировании продаж, на сегодня тактика торговых структур кардинально меняется: онлайн площадки не просто сопровождают процесс выбора, а уже втягивают большую часть потребителей на онлайн покупки на основе комплексного анализа потребностей, выработки черт портрета современного потребителя посредством методов бизнес аналитики.

**Ключевые слова:** PEST анализ, электронная коммерция, электронная торговля, B2B, B2C, B2G, SMM, Big Data

## PEST ANALYSIS OF THE MACRO ENVIRONMENT OF E- COMMERCE ORGANIZATIONS IN UZBEKISTAN

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**Annotation.** The article provides a PEST analysis of the macro-environment of e-commerce organizations in Uzbekistan in the context of the growing influence of online commerce on customer preferences. Many trade organizations, when opening websites, channels through social networks, initially

envisaged the goals of promoting goods, informing about sales promotion, today the tactics of trade structures are changing dramatically: online platforms do not just accompany the selection process, but already involve most of the consumers in online shopping based on a comprehensive analysis needs, development of features of a portrait of a modern consumer through business analytics methods.

**Key terms:** PEST analysis, e-commerce, e-commerce, B2B, B2C. B2G, SMM, Big Data

**Аннотация.** Мақолада Ўзбекистондаги электрон тижорат ташкилотларининг макро муҳитининг PEST таҳлили, онлайн тижоратнинг миқдорлар хоҳишига таъсири кучайиши контекстида келтирилган. Кўпгина савдо ташкилотлари ижтимоий тармоқлар орқали веб-сайтлар, каналлар очишда дастлаб товарларни илгари суриш, сотишни рағбатлантириш тўғрисида хабардор қилиш мақсадларини назарда тутган бўлса, бугунги кунда савдо тузилмаларининг тактикаси кескин ўзгариб бормоқда: онлайн платформалар нафақат танлов жараёнига ҳамроҳ бўлибгина қолмай, балки кўпчилик эҳтиёжларини ҳар томонлама таҳлил қилиш, бизнес-таҳлил усуллари орқали замонавий истеъмолчи портретининг хусусиятларини ишлаб чиқиш асосида онлайн харид қилишда истеъмолчиларнинг жалб қилишга мақсадланган.

**Relevance of the topic.** The share of e-commerce in the total volume of trade in the Republic of Uzbekistan is characterized by rapid growth, over the past 6 years, in the context of fundamental changes, the share of e-commerce has increased to 0.6%, while in 2017 it barely reached 0.01%. The maximum turnover of e-commerce was observed during the periods of the pandemic, when B2C trade reached a record level in all countries.

In addition, in Uzbekistan, already at the first stage of the reform, a number of effective measures were taken to stimulate electronic commerce:

1) Adoption of legislative documents regulating electronic business in Uzbekistan;

- 2) development of a system of benefits and preferences for entities engaged in electronic commerce and online payments;
- 3) creation of a modern telecommunications base, the tasks of creating a modern fiber-optic infrastructure are being solved;
- 4) creation of the "Electronic government" system;
- 5) implementation of the "Digital Bank" system;
- 6) national online trading platform "Unisavdo.uz" has been created, where domestic entrepreneurs have the opportunity to put their products up for auction. In May, its mobile version was launched.

All this leads to a rapid outflow of consumers from traditional trade to online trade, and growing into the cross-border space for the export and import of goods and services. The annual growth in the share of e-commerce in the country's GDP is estimated at 30%. At the same time, the total capacity of the e-commerce market in Uzbekistan is estimated by experts at 12–15 billion US dollars. The government is actively developing specialized strategies and programs for the development of e-commerce, partially taking into account the specifics of a new type of relationship between participants in the e-commerce process, taking into account horizontal measures that contribute to the formation of systems that affect the entire value chain, including related processes that support e-commerce.

The introduction of new business models has led to the emergence of more complex operations and creates new challenges and tasks that need to be addressed quickly and efficiently. First of all, we are talking about the blurring of the border between goods and services and the resulting uncertainty in the application of trade rules. In the production process itself, the share of services is growing - design, design, research and other services, often coordinated electronically, services are becoming an integral part of "smart goods". Companies are changing the focus of their core business, breaking down the boundaries between traditional sectors.

The customer-oriented approach of trade organizations is a key factor in increasing the competitiveness of both an individual organization and an industry and national one. The economic entities of countries that are not involved in the

renewal of global supply chains are losing their competitiveness. Consumer orientation is especially important for marketplaces, for which customer loyalty is their main asset. In an effort to improve the user experience, platforms and manufacturers selling via the Internet offer more and more new services, strive to speed up supply chains and create new trade channels. The consumer actively participates in the process with their data, and also creates content on their own in the form of feedback, comments and complaints. Ultimately, it is consumers and digital platforms that determine what patterns of interactions between participants develop in the digital space. This is especially important in the context of the expansion of the influence of electronic commerce on the preferences of buyers, which is observed in the republic. Many trade organizations, when opening websites, channels through social networks, initially envisaged the goals of promoting goods, informing about sales promotion, today the tactics of trade structures are changing dramatically: online platforms do not just accompany the selection process, but already involve most of the consumers in online shopping based on a comprehensive analysis needs, development of features of a portrait of a modern consumer through business analytics methods.

**Analysis.** For an in-depth analysis of the macro environment of organizations engaged in electronic commerce, we will conduct a PEST analysis, which is a strategic method for studying environmental factors: political (Political), economic (Economic), social (Social) and technological (Technological) aspects (Table 1.) . This will allow, based on an analysis of the macro-environment factors, the degree of their influence on the organization of electronic commerce, the likelihood of manifestation and an integral assessment, to develop tactics and a long-term strategy for the development of organizations. In the process of PEST-analysis, the factors that create threats and opportunities for the development of electronic commerce are identified. Moreover, the lowest score of 1 is assigned to the factor that has the least impact, the highest 3 points to the factor that has the greatest impact. The integral indicator is determined on the basis of the degree of influence of the macro-environment factor on the trade organization and the probability of this factor

manifestation. The absolute size of the integral indicator is 8 points (the factor can be in the range from 1 to 9). On the basis of the integral indicator, the management determines on which factors the activity depends to the greatest extent, on the basis of which a further development strategy is developed. Strategic alternatives contribute to the prevention of threats and the application of identified opportunities based on identified factors. Among the political factors that create threats in the future: legislative documents that ensure confidentiality, security of e-commerce transactions. Of course, in the context of the rapid development of cross-border trade, the problems of security and confidentiality are the main ones, the solution of which depends not only on the efforts of the state, but also on the level of scientific achievements in this area. To this end, the Strategy for Innovative Development in the Republic provides for the creation of an S2B (science to business) platform that supports innovative organizations with the results of scientific activities in the cyclic process “industry-region-scientific/higher educational organization”. To date, the republic has not developed a regulatory legal act that allows identifying an organization as a participant in electronic commerce and regulating tax and statistical accounting of income from electronic commerce. Unfortunately, most of the income, especially between individuals (self-employed and customers), still remains in the shadows, as a result of which the budget does not receive additional funds. In order to ensure data security in the republic, on April 15, 2022, the Law “On Cybersecurity” was adopted, which regulates relations in the field of cybersecurity, which directly affects the state and prospects for the development of electronic commerce in the republic.

**Table 1**

**PEST analysis of the macro environment of e-commerce organizations in Uzbekistan \***

	<b>Probability of manifestation (1-3)</b>	<b>Degree of impact on the organization</b>	<b>Integral assessment (in points)</b>	<b>Impact on electronic commerce</b>	<b>Strategic directions for the development of the organization</b>
<b>THREATS</b>					
<b>Political factors</b>					
Legislative documents ensuring confidentiality and security of e-commerce transactions	3	2	6	Lack of national ecommerce consumer protection legislation reduces demand for online shopping	Raising the level of skills and knowledge in the field of information and communication technologies and information security of users, prompt response and taking appropriate measures to eliminate threats and eliminate the consequences of incidents.

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\* conducted by the author

Political instability in neighboring countries	3	1	3	Delay of imported goods, complication of logistics, rise in prices for certain categories of goods	Search for alternative suppliers and manufacturers in the region, thereby reducing import dependence
Excessive regulation of certain types of electronic commerce (customs procedures, sanitary and epidemiological norms)	2	2	4	In the case of cross-border trade, there are customs restrictions, clearance difficulties, and additional costs. Systematic reviews by supervisory authorities	Improving electronic trade between business entities and regulatory and supervisory authorities, the results of inspections should be publicly available to the business entity.
<b>Economic factors</b>					
Rapid growth of domestic and foreign e-commerce entities	3	2	6	Increasing the competitiveness of e-commerce entities through the introduction of innovative sales methods and trade personalization	Consolidation of domestic trade organizations with large foreign trade organizations that have already proven themselves in the Internet space.
Tax preferences and incentives stimulate trade organizations to trade online	1	1	1	In the republic, the established income tax rate for trade organizations that received most (at least 90% share) of income from e-commerce is 7.5%, while from ordinary trade 15%	A lower rate of tax on profits from electronic commerce should be applied on the basis of reducing the share of electronic commerce to 50%. This encourages many supermarkets to work effectively in this area.

Widespread development of alternative forms of employment	1	1	1	E-business generates demand for new professions, personnel and competencies, which solves the problem of youth employment, housewives, provides inclusive employment	Raising the level of skills and knowledge in the field of information and communication technologies and information security of users, prompt response and taking appropriate measures to eliminate threats and eliminate the consequences of incidents.
<b>Social factors</b>					
Social networks are changing the face of consumers and creating new trends in perception	2	2	4	Social networks influence the minds of the majority of the population, this allows for effective advertising through SMM marketing, which draws businesses into the electronic space by opening blogs, profiles, websites, etc.	Social networks are used by trade organizations as a space for advertising their activities, familiarizing themselves with new product ranges, changes in work, rebranding, etc.
<b>Technological factors</b>					
Technical problems of site operation	3	3	9	Slow loading sites, errors, poor data security	Use of open-source software
Uneven Internet coverage across the	3	2	6	Social and economic backwardness of remote regions of	Based on the experience of China, develop e-business in rural



country. In some rural areas there is no Internet and communication				the country, which hinders the development of e-business	areas, when farms exhibit their organic products on websites and find buyers. Organization of information technology training centers for rural youth.
<b>VISTA</b>					
<b>Political factors</b>					
Legislative acts regulating e-commerce and ensuring cyber security	2	2	4	The adoption of the Law of the Republic of Uzbekistan "On Cybersecurity" increases the confidence of consumers, foreign partners and investment attractiveness	Horizontal and vertical diversification of e-commerce, the emergence of new formats of market places, the introduction of international standards for cross-border trade, the growth of its share in the total volume of the country's trade
Political instability in neighboring countries	3	2	6	The flow of capital and labor leads to an increase in business activity and the opening of foreign marketplaces against the backdrop of rising consumption	Opening of marketplaces together with foreign e-commerce leaders (China, Russia, USA), development of postal services and courier delivery services
<b>Economic factors</b>					

Rapid growth of domestic and foreign e-commerce entities	3	2	6	Increasing the competitiveness of e-commerce, business integration and consolidation, the emergence of new market segments and the transformation from offline to online.	Consolidation of domestic trade organizations with large foreign trade organizations that have already proven themselves in the Internet space.
Tax incentives and mobile banking encourage small businesses to trade and apply for loans online	3	3	9	In the republic, the established income tax rate for trade organizations that received most (at least 90% share) of income from e-commerce is 7.5%, while from ordinary trade it is 15%. The facilitated mode of obtaining loans through the platform makes it possible to develop a family business in rural areas	Providing credit preferences: low interest rate, long-term lending and tax preferences.
<b>Social factors</b>					
Sociality of assortments of trading platforms	1	1	1	A high proportion of products that meet primary needs. Buyers turn to online markets to buy cheaper or exclusive goods.	Supermarkets, in order to increase interest in the online store, should present a range of goods that is different from those displayed on the shelves, or a similar range, but at reduced prices.

<b>Technological factors</b>					
The level of innovation and technological development of e-commerce	3	2	6	Increasing competitiveness is possible only through the introduction of innovations	Work based on the development of S2B cooperation, the creation of scientific and technolaboratories

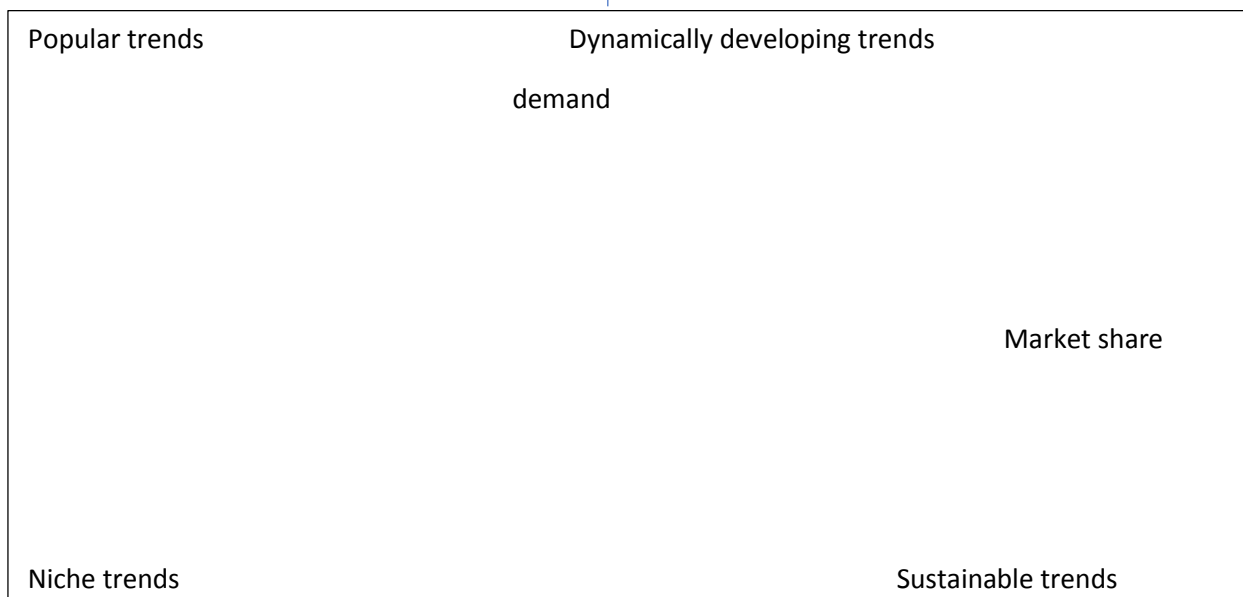
In 2021, the Cyber Security Center of the Republic of Uzbekistan identified more than 17 million cases of hacker attacks, the main purpose of which was to gain access to confidential information. Such actions create serious risks of losses and a decrease in business value, customer confidence and losses associated with the elimination of the consequences of attacks and the payment of compensation.

Table 2

<b>№</b>	<b>Description of integral indicator ranges</b>	<b>quantity</b>
<b>1</b>	<b>High Influence</b>	<b>6,0-9,0</b>
<b>2</b>	<b>Average level of influence</b>	<b>3,0-5,0</b>
<b>3</b>	<b>Low Influence</b>	<b>1,0-3,0</b>

Among the economic factors that create threats for organizations is a high level of concentration of foreign marketplaces in the domestic market, greater consumer confidence in them due to brand popularity, high-quality logistics, and convenience and omnichannel service platforms. The presence of global marketplaces in the e-commerce market raises the requirements for conducting e-commerce and, accordingly, the quality of the trading platform. The ubiquity of marketplaces around the world simplifies logistics and improves the quality of service. Therefore, at the present stage of development of e-commerce, it is advisable to consolidate domestic trade organizations with large foreign trade organizations that have already proven themselves in the Internet space, create a network based on a franchise or a global trade cluster, which will allow domestic trade organizations to save money on promoting their own brand, to obtain innovative technologies. and experience in global trade.

Problems with the operation of sites and bots of trade organizations reduces their competitiveness and leads to an outflow of customers towards traditional trade and, in general, is a factor hindering the development of electronic commerce. To solve this problem, it is necessary to introduce innovative methods of trading platforms based on technological trends in the field of electronic commerce (Fig. 2.3.)



**Fig. 2.3. Technological trends in the e-commerce market \***

Customer focus, an individual approach to the development of marketing strategies for trade organizations, which is a characteristic feature of electronic commerce in the future, should be improved on the basis of artificial intelligence. Such innovations will certainly create a portrait of a typical buyer and allow business entities to a priori determine consumer expectations and build sales tactics based on their preferences.

The economic factors of the e-commerce macro-environment that have the greatest positive impact on its development are tax and banking preferences provided by the state to entrepreneurship, and additional ones in favor of small businesses. We are talking about innovative entrepreneurship, where the majority (share of at least 90%) of income is income from e-commerce, subject to taxation at a reduced income tax rate of 7.5% (from ordinary trade 15%). The facilitated mode of obtaining loans through the platform makes it possible to develop a family business in rural areas. However, this can be done through advanced training and knowledge in the field of information and communication technologies and information security of users.

**Conclusion.** Retail organizations in the republic are facing global challenges, manifested in a change in consumer preferences in the choice of goods and services,

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<https://www.bigcommerce.com/blog/ecommerce-trends/#14-ecommerce-trends-leading-the-way>

when, in an effort to save time and get bonuses and discounts, online trading is replacing the process of traditional trading. At the initial stage of the transformation of supermarket trade, marketplaces performed more of an introductory function, sales promotion, today supermarkets must make active transformations and connect special technological capabilities to existing sites, taking into account market needs, such as the ability to make payments, receive consumer loans, or purchase in installments, access to courier services. Of course, the modernization of websites and mobile applications, the introduction of innovative services in the implementation of electronic commerce, the geography of which significantly exceeds the coverage of supermarkets, which are often focused on consumers living in nearby areas.

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