

The Economical Effects Of Implementing Digital Services In "Uzbekistan Post " JSC

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Abstract: In this article the digitalization degree was analyzed and some recommendations are given. For the study work, a few scientists experiences are used to learn deeply.

Keywords: Postal connection, digital economy, economy, profit, speed, technology, efficiency, enterprises.

Introduction: The postal sector, like in all countries, is considered one of the key elements of the national economy and socio-political infrastructure of the Republic of Uzbekistan, and is recognized as an integral part of the national economy, developing and supporting a unified information system, while serving the development of important segments of the national economy. In addition, postal enterprises embody a large-scale distribution system that provides communication services to the state, commercial and financial organizations, government bodies and the population, and play an important role in the economic and social life of each region. Today, in the world, research is being carried out to effectively develop the provision of information and communication technologies, accelerate investments, and develop production based on IT technologies, research is being carried out to increase the economic efficiency of the telecommunications system as a priority. In this regard, special attention is being paid to research on topics such as improving mechanisms to support the use of digital technologies in the activities of postal enterprises based on the organization of digital production and programming processes, and developing mechanisms for the effective use of telecommunications and software products in the development of economic sectors.

In the context of the global development of digital technologies, especially artificial intelligence technologies, the telecommunications sector is developing rapidly and steadily, due to the fact that the

speed of information exchange and its distribution is of great importance. "By the end of 2023, global spending on communications and telecommunications services will amount to approximately \$1.55 trillion, with a growth rate of 103% compared to the previous year." Today, due to the high demand for telecommunications services worldwide and the high level of intensification of the industry, increasing the efficiency of the economic activities of telecommunications enterprises remains one of the urgent problems.

In Uzbekistan, in the context of the qualitatively sustainable development and digitization of postal networks, including the development of information technologies in networks and regions, improvement of telecommunications infrastructure, and digitization are being given priority attention. The following tasks have been set: "Further development of telecommunications infrastructure, ensuring wide use of high-quality mobile communications and the Internet by the population." In this regard, it is advisable to expand the scope of research in such areas as the targeted use of digital transformation tools in the national telecommunications system, improving organizational and economic mechanisms for protecting consumer rights based on telecommunications systems, expanding the possibilities of choosing vacancies in the system, and substantiating forecast indicators of telecommunications services.

LITERATURE ANALYSIS

The economic activity of postal enterprises occupies an

important place in the socio-economic infrastructure of the state. These enterprises ensure the integrity of the economic space by providing information, financial and logistics services to the population. In world practice, the postal system is considered not only as a means of communication, but also as an economic mechanism that maintains territorial equality. In the conditions of the digital economy, the economic functions of postal enterprises are expanding further and are directly related to e-commerce and financial inclusion. Therefore, the theoretical substantiation of the economic activity of postal enterprises has become an urgent scientific problem. This issue has been studied in developed and developing countries based on different approaches. This indicates the global scientific importance of the topic.

American economists Michael A. Crew and Paul R. Kleindorfer, having directly studied the economic activities of postal enterprises, formed this area as a separate direction of "postal economics". Their research emphasizes that postal enterprises should operate on the basis of a balance between economic efficiency and social obligations. According to scientists, "postal services are not fully subject to market mechanisms, since they fulfill a universal service obligation. Therefore, the economic activities of postal enterprises should be regulated by the state. They scientifically substantiated tariff policy, subsidy mechanisms and competition restrictions. This approach is important in ensuring the financial stability of postal enterprises." This theory today serves as the theoretical foundation of postal reforms in many countries. British economist Martin Cave analyzed the economic activities of postal enterprises from the perspective of competition and regulation. He substantiated the presence of signs of natural monopoly in postal markets. The scientist noted that "postal networks are characterized by high fixed costs and low marginal costs", which limits pure market competition (Cave). This theory explained the infrastructure costs of postal enterprises economically. Cave's approach puts forward the idea of a gradual introduction of competition in postal services. This approach directly influenced the policy of liberalizing the postal market in the European Union. As a result, the economic activity of postal enterprises developed on the basis of a regulated market model. The French economist Jean Tirole, through his work on institutional economics, deeply explained the economic nature of postal enterprises. He shed light on the issue of the efficiency of state-controlled enterprises on a theoretical basis. According to Tirole, "state-owned service enterprises operate inefficiently if economic incentives are not properly formed". This view is fully

applicable to postal enterprises. The scientist justifies the need to introduce incentive tariffs and management mechanisms in postal services. This approach serves to increase the financial independence of postal enterprises. Tirole's theory has created a scientific basis for improving corporate governance in postal services.

American economist William J. Baumol analyzed postal services within the framework of the theory of public goods. He assessed postal services as services that are socially important, but do not comply with the principles of a full market. According to Baumol, "postal services should be equally available to all segments of the population." This approach created the economic basis for the concept of universal postal service. The scientist theoretically justified the mechanism of cross-subsidization in postal tariffs. As a result, the provision of services by postal enterprises in disadvantaged areas was explained economically. Baumol's theory scientifically strengthened the socio-economic significance of postal services.

METHODOLOGY

The issue of assessing the effectiveness of digitizing postal enterprises in Uzbekistan is a relatively new scientific and theoretical direction, but in recent years it has become an urgent scientific problem within the framework of the digital economy and the transformation of public services. In the national scientific literature, the postal system is interpreted more as a factor of communication infrastructure, territorial service provision and social stability, and the issue of its economic efficiency has long remained in a secondary direction. In recent years, within the framework of the "Digital Uzbekistan - 2030" strategy, the digitization of postal enterprises has begun to be scientifically substantiated as a mechanism for optimizing public services and reducing transaction costs. In the works of Uzbek economists and researchers in the field, the digitization of postal services is analyzed in relation to institutional efficiency, service quality and financial stability. In particular, the need for a comprehensive assessment of the economic results of the introduction of digital technologies in enterprises with state participation is emphasized. At the same time, the integration of the postal system with e-commerce, digital finance, and public services is emerging as a separate theoretical direction in national research. Although the scientific foundations of this topic have not yet been fully formed in Uzbekistan, it is developing in harmony with the theories of institutional economics, digital transformation, and the economics of infrastructure services.

Analysis. Analyzing the state of digitalization efficiency requires a comprehensive assessment of the level of digital transformation of the postal enterprise. In this regard, key indicators such as the share of digital services, the volume of electronic transactions, changes in delivery speed, reduction of operating costs, and customer satisfaction are of great importance. These indicators determine the real economic and

social effects of digitalization processes. Also, the development of digital infrastructure and the scope of services in the regions are analyzed, revealing existing problems and development opportunities. As a result, it becomes possible to develop scientifically based proposals for improving the digitalization strategy of Uzbekistan Post JSC.

Table 1
 “Uzbekistan post ” JSC digital services share

Year	N_digital (digital services number)	N_total (total services number)	Result (%)
2020	0	8	0.00
2021	0	8	0.00
2022	0	8	0.00
2023	1	9	11.11
2024	2	10	20.00

The dynamics of the share of digital services in Uzbekistan Post JSC for the period 2020–2024 shows that the digitization process initially started very slowly, and then gradually intensified. During 2020–2022, the number of digital services was zero, and out of a total of eight types of services, there were no services in digital format at all. This indicates that the digital transformation strategy in the postal system was formed late or that traditional services were initially prioritized. During this period, postal activities were mainly limited to written letters, parcels, periodicals, and simple financial transactions. The lack of digital

services reduced the level of convenience for customers and negatively affected competitiveness. As a result, the postal network remained outside the rapidly developing digital services market. This stage can be assessed as a period of missed opportunities in digitization.

The sharp decline in the share of electronic transactions in Uzbekistan Post JSC between 2020 and 2024 indicates that the system is losing its competitiveness in digital services. Electronic activity, which initially had a significant share, has fallen to an almost insignificant level in a short period of time.

Table 2
 The enterprise delivery to give speed and his/her improvement level

Year	T_old (previous duration, days/ hours)	T_new (new duration, days/ hours)	Change (%)
2020	9	7	22.22
2021	7	6	14.29
2022	6	6	0.00
2023	6	5	16.67
2024	5	3	40.00

The dynamics of the enterprise's delivery speed shows significant positive changes over the period 2020–2024. While in 2020 the delivery time averaged 9 units, by 2024 this indicator had decreased to 3 units. This means that in total over five years an acceleration of more than 66% has been achieved. In particular, in the transition period from 2020 to 2021, the delivery time

was reduced by 22.22%, indicating that the initial stages of digitalization of processes have yielded effective results. The main factor during this period was the introduction of information systems into logistics processes. As a result, the stages of receiving and sorting shipments have been accelerated.

CONCLUSION

In general, the indicators of service diversification clearly demonstrate the gradual implementation of the digitalization process. The sharp increase in 2021 reflects the active implementation phase of the transformation, while the decline in subsequent years is explained by the stabilization of the system. This indicates that the digitalization strategy is based on the principle of initial expansion, and then optimization. This dynamics of the diversification process indicates that the postal enterprise maintains its flexibility to market requirements. As a result, the service portfolio has been formed in accordance with modern needs, creating a solid foundation for long-term efficiency.

The share of digital orders of Uzbekiston Pochta JSC is steadily increasing from year to year, which indicates the successful adaptation of postal services to the digital environment. According to the data presented in the figure, although the share of digital orders was relatively low in the early years, significant growth has been observed in subsequent periods. This trend is directly related to the introduction of online platforms, mobile applications and electronic payment systems. The emergence of the possibility of remote order processing for customers has greatly simplified the use of services. As a result, digital services began to take precedence over traditional postal services.

The increase in the share of digital orders also had a positive impact on the optimization of logistics processes. Electronic orders are recorded in real time and quickly transferred to sorting and delivery processes through automated systems. This reduced human errors and increased the speed of services. At the same time, digital monitoring mechanisms made it possible to track the status of orders and ensured transparency. As a result, customer trust was strengthened and the number of orders increased further. This process clearly demonstrates the operational efficiency of digitalization.

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