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The Journal of Transport showcases groundbreaking scientific and applied research conducted by transport-oriented universities, higher educational institutions, research centers, and institutes both within the Republic of Uzbekistan and globally. Recognized for its academic rigor, the journal is included in the prestigious list of scientific publications endorsed by the decree of the Presidium of the Higher Attestation Commission No. 353/3 dated April 6, 2024. This inclusion signifies its role as a vital repository for publishing primary scientific findings from doctoral dissertations, including Doctor of Philosophy (PhD) and Doctor of Science (DSc) candidates in the technical and economic sciences.

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Articles are published in Uzbek, Russian, and English, ensuring a wide-reaching audience and fostering cross-cultural academic exchange. As a beacon of academic excellence, the "Journal of Transport" continues to serve as a vital conduit for knowledge dissemination, collaboration, and innovation in the transport sector and related fields.

Methods and priority directions for developing supply chains in automotive transport logistics within the context of Uzbekistan

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Abstract: The lack of direct access to Uzbekistan's seaports, the need to cross the territory of several countries in international transportation, and the distances between inland regions increase the flexible connecting role of road transport in supply chains. At the same time, the interoperability of international corridors, border crossings, multimodal terminals, and domestic distribution networks is of particular importance. The current tasks of the Ministry of Transport include developing the logistics services market, reducing the transport and logistics costs of entrepreneurs, diversifying corridors, and developing multimodal transportation. Practical measures to develop Uzbekistan's transport and logistics system include the goals of electronic queues, expanding container transportation, and improving logistics efficiency [14]. To implement these tasks at the level of the automotive supply chain, close cooperation is required between the state, logistics operators, shippers, transport companies, digital platforms, and educational institutions.

Keywords: Digital-Information, Service and customer-oriented, Risk, security and resilience, human capital and innovation, institutional-legal, organizational-integrative, Transport-technological and operational, SCM (supply chain management), SCOR, ASCM, supply concept, paradigm, infrastructure, risk, resilience, environmental, logistics concept, innovation development, optimization, complex management, strategy, resource, supply chain planning

O'zbekiston sharoitida avtomobil transporti logistikasida yetkazib berish zanjirlarini rivojlantirish usullari va ustuvor yo'nalishlari

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Annotatsiya: O'zbekistonning dengiz portlariga to'g'ridan-to'g'ri kirishning yo'qligi, xalqaro tashishda bir qancha davlatlar hududini kesib o'tish zarurati, ichki hududlar orasidagi masofalar avtomobil transportining ta'minot zanjirlarida moslashuvchan bog'lovchi rolini oshiradi. Shu bilan birga, xalqaro yo'laklarning, chegara o'tish joylarining, multimodal terminallarning va ichki tarqatish tarmoqlarining o'zaro muvofiqligi alohida ahamiyatga ega. Transport vazirligining hozirgi vazifalari qatoriga logistika xizmatlari bozorini rivojlantirish, tadbirkorlarning transport va logistika xarajatlarini kamaytirish, koridorlarni diversifikatsiya qilish, multimodal transportni rivojlantirish kiradi. O'zbekistonning transport-logistika tizimini rivojlantirish bo'yicha amaliy chora-tadbirlar elektron navbatlarni tashkil etish, konteyner tashishni kengaytirish, logistika samaradorligini oshirish maqsadlarini o'z ichiga oladi [14]. Ushbu vazifalarni avtomobilsozlik ta'minot zanjiri darajasida amalga oshirish uchun davlat, logistika operatorlari, yuk jo'natuvchilar, transport kompaniyalari, raqamli platformalar va ta'lim muassasalari o'rtasida yaqin hamkorlik talab etiladi.

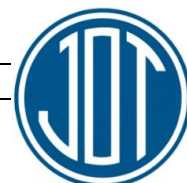
Kalit so'zlar: Raqamli-axborot, Servis va mijozga yo'naltirilgan, Risk, xavfsizlik va rezilyentlik, Inson kapitali va innovatsiya, Institutsional-huquqiy, Tashkiliy-integratsion, Transport-texnologik va operatsion, SCM (yetkazib berishlar zanjiri boshqarish), SCOR, ASCM, Ta'minot tushunchasi, paradigma, Infratuzilma, risk, rezilyentlik, ekologik, logistika tushunchasi, innovatsion rivojlantirish, optimallashtirish, kompleks boshqarish, strategiya, resurs, yetkazib berishlar zanjirini rejalashtirish

1. Kirish

Tasnif rivojlantirish vositalarining mazmunini ochib beradi, biroq amaliy qaror uchun qaysi usul yoki usullar paketi ustuvor ekanini aniqlash talab etiladi. Tanlash jarayoni zanjir diagnostikasidan boshlanadi. Diagnostikada

buyurtma sikli, xarajat tarkibi, zaxira, transport vositalari yuklanishi, OTIF, mijoz shikoyatlari, risk hodisalari, axborotning kechikishi va ekologik ko'rsatkichlar o'rganiladi. Muammo ildiz sababi aniqlanmasdan tanlangan usul alomatni vaqtincha bartaraf etishi, lekin tizimning umumiy holatini yaxshilamasligi mumkin.

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Ikkinchi bosqichda rivojlantirish maqsadi o'lganadigan ko'rsatkichlar orqali belgilanadi. Masalan, "transportni yaxshilash" umumiy ifoda bo'lsa, "OTIFni 90 foizdan 96 foizga oshirish, bo'sh yurishni 18 foizdan 12 foizga kamaytirish va buyurtma siklini 10 foiz qisqartirish" aniq maqsad hisoblanadi. Uchinchi bosqichda turli guruhlardan muqobil usullar shakllantiriladi. Agar kechikishning sababi yo'l emas, yuklash joyidagi navbat va ma'lumotning kech uzatilishi bo'lsa, yangi avtomobil xarid qilishdan ko'ra slot boshqaruvi, elektron xabarnoma va hamkorlikdagi jadval samaraliroq bo'lishi mumkin[1].

1-jadval

Avtomobil transporti logistikasida ta'minot zanjirlarini rivojlantirish usullarining mualliflik tasnifi

№	Usullar guruhi	Asosiy vositalar	Natija baholash ko'rsatkichlari
1	Institutsional-huquqiy	Litsenziya va ruxsatlarni soddalashtirish; eCMR; elektron navbat; yagona darcha; xavfsizlik va ma'lumot standartlari.	Ma'muriy kutish va tranzaksiya xarajatlari; chegara va hujjat rasmiylashtirish vaqti; nizolar ulushi.
2	Tashkiliy-integratsion	S&OP; CPFR; SLA; uzoq muddatli hamkorlik; 3PL/4PL; VMI; cross-docking; hamkorlikda rejalashtirish.	Integratsiya indeksi; zaxira aylanishi; rejalar muvofiqligi; buyurtma sikli; umumiy logistika xarajati.
3	Infratuzilmaviy va tarmoq	Logistika markazlari; ombor tarmog'i; terminal quvvati; muqobil yo'laklar; shahar konsolidatsiya markazlari.	O'rta asofa; qamrovradi usi; terminal kutishi; quvvatdan foydalanish; muqobil yo'nalishlar soni.
4	Transport-texnologik va operatsion	Marshrutlashtirish; backhauling; konsolidatsiya; milk-run; vaqt oynalari; preventiv servis; parkni yangilash.	OTIF; bo'sh masofa; yuklanish; yoqilg'i sarfi; tonna-kilometr; texnik tayyorgarlik.
5	Raqamli-axborot	TMS, WMS va ERP integratsiyasi; GPS; telematika; eCMR; IoT; nazorat minorasi; tahlil va raqamli egizak.	Raqamli yetuklik; kuzatuvchanlik; ma'lumot xatosi; prognoz aniqligi; qaror qabul qilish vaqti.
6	Iqtisodiy-moliyaviy	SLA tariflari; bonus-malus; gainsharing; lizing; sug'urta; supply chain	NPV; ROI; xarajat tejallishi; tarif va xizmat muvozanati; investitsiya qaytish muddati.

		finance; PPP va yashil moliya.	
7	Servis va mijozga yo'naltirilgan	Mijoz segmentatsiyasi; xizmat paketlari; express/iqtisodiy tarif; proaktiv xabarnoma; qaytarish logistikasi.	Mijoz qoniqlishi; shikoyatlar; OTIF; qayta yetkazish; mijozni saqlab qolish; xizmat tannarxi.
8	Risk, xavfsizlik va rezilyentlik	Risk reyestri; diversifikatsiya; muqobil marshrut; zaxira quvvati; monitoring; sug'urta; stress-test; BCP.	Kutilayotgan zarar; uzilish chastotasi; aniqlash va tiklanish vaqti; xavfsizlik hodisalari.
9	Ekologik va resurs-tejamkor	Eco-driving; bo'sh yurishni kamaytirish; alternativ yoqilg'i; elektr transport; modal kombinatsiya; reversiv logistika.	CO ₂ /tonna-km; yoqilg'i sarfi; chiqindi; qayta foydalanish ulushi; hayotiy sikl xarajati.
10	Inson kapitali va innovatsiya	Kompetensiya modeli; o'qitish; simulyatsiya; Lean/Kaizen; pilot loyiha; o'zgarishlarni boshqarish.	Xodim unumdorligi; xatolar; hodisalar; o'qitish samarasi; takliflar; texnologiya qabul qilinishi.

Manba: muallif tomonidan ishlab chiqilgan.

2. Tadqiqot metodologiyasi

Usullarni ko'p mezonli baholashda iqtisodiy samara, joriy etish muddati, investitsiya hajmi, riskni kamaytirish, xizmatga ta'sir, ekologik natija va tashkiliy murakkablik mezonlari qo'llanadi. Har bir muqobil usulning ustuvorlik balli quyidagicha aniqlanishi mumkin:

$$P_m = \sum \omega_j a_{mj} \quad (1)$$

P_m – m-rivojlantirish usulining umumiy ustuvorlik balli;

a_{mj} – m-usulning j-mezon bo'yicha normallashtirilgan bahosi;

ω_j – j-mezonning vazni.

Baholash natijasida eng yuqori ball olgan usul avtomatik ravishda tanlanmasligi kerak. Usullar o'rtasidagi bog'liqlik, resurs cheklovlari, ketma-ketlik va joriy etish xavfi tahlil qilinadi.

Usullarni paket holida qo'llashda sinergiya yuzaga keladi. Raqamli kuzatuv, xizmat darajasi shartnomasi va haydovchilarni rag'batlantirish birgalikda qo'llansa, ularning umumiy natijasi har bir usulni alohida joriy etish natijalari yig'indisidan yuqori bo'lishi mumkin. Sinergik samara quyidagi ifoda orqali baholanadi:

$$S_{syn} = E_{package} - \sum E_i \quad (2)$$

$E_{package}$ – usullar paketi joriy etilgandagi umumiy iqtisodiy natija;

E_i – i-usulni alohida qo'llashdan olinadigan natija.



S_{yn} musbat bo'lsa, usullar o'zaro kuchaytiruvchi xususiyatga ega; manfiy bo'lsa, ular resurs uchun raqobatlashishi, bir-birini takrorlashi yoki tashkiliy murakkablikni oshirishi mumkin. Shuning uchun dastur portfeli shakllantirilganda sinergiya bilan birga xodimlar yuklamasi, axborot tizimlari mosligi, investitsiya oqimi va o'zgarishlarni qabul qilish qobiliyati hisobga olinadi[2].

Rivojlantirish dasturini vaqt bo'yicha ham bosqichlash maqsadga muvofiq. Qisqa muddatda jarayonlarni xaritalash, ko'rsatkichlar tizimi, marshrut va yuklanishni yaxshilash, hujjatlarni standartlashtirish kabi tezkor tadbirlar amalga oshiriladi. O'rta muddatda TMS/WMS integratsiyasi, hamkorlik shartnomalari, parkni yangilash, konsolidatsiya markazlari va xodimlar kompetensiyasi rivojlantiriladi. Uzoq muddatda tarmoq konfiguratsiyasi, multimodal infratuzilma, raqamli egizak, past emissiyali transport va xalqaro axborot platformalariga integratsiya ta'minlanadi.

2-jadval

Rivojlantirish usullarini boshqaruv darajalari bo'yicha joylashtirish

Yo'nalish	Strategik daraja	Taktik daraja	Operativ daraja
1	2	3	4
Tarmoq va infratuzilma	Tugunlar va koridorlar konfiguratsiyasi	Quvvat va xizmat hududlarini taqsimlash	Kunlik yuk oqimlarini tugunlarga yo'naltirish
Transport operatsiyalari	Park modeli va texnologik standart	Park tarkibi, servis va tashuvchi portfeli	Buyurtma biriktirish, marshrut va dispetcherlik
Raqamlashtirish	Ma'lumotlar arxitekturasini va platforma tanlash	Tizimlarni integratsiya qilish va analitika	Real vaqt monitoringi va og'ishlarga javob
Iqtisodiy mexanizm	Investitsiya va hamkorlik modeli	Tarif, SLA, bonus-malus va budget	To'lov, jarima va kundalik xarajat nazorati
Risk va ekologiya	Rezilyentlik va dekarbonizatsiya siyosati	Muqobil quvvat, sug'urta va energiya rejasi	Xavf signali, eco-driving va favqulodda choralar

Manba: muallif tomonidan ishlab chiqilgan.

O'zbekistonning dengiz portlariga bevosita chiqish imkoniyati mavjud emasligi, xalqaro tashuvlarda bir nechta davlat hududidan o'tish zarurati va ichki hududlar o'rtasidagi masofalar ta'minot zanjirlarida avtomobil transportining moslashuvchan bog'lovchi rolini kuchaytiradi. Shu bilan birga xalqaro koridorlar, chegara

punktlari, multimodal terminallar va ichki distributsiya tarmoqlarining o'zaro muvofiqligi alohida ahamiyatga ega. Transport vazirligining amaldagi vazifalarida logistika xizmatlari bozorini rivojlantirish, tadbirkorlarning transport-logistika xarajatlarini kamaytirish, koridorlarni diversifikatsiya qilish va multimodal tashuvlarni rivojlantirish yo'nalishlari belgilangan [3].

Milliy sharoitda birinchi ustuvor yo'nalish – hujjatlar va chegara jarayonlarini raqamlashtirishdir. Elektron navbat, ECMR, elektron ruxsatnomalar, transport va bojxona ma'lumotlarini oldindan uzatish avtomobilning jismoniy harakatini tezlashtirmasa ham, bekor turish vaqtini va rejalashtirish noaniqligini kamaytiradi. [4].

Ikkinchi ustuvor yo'nalish – hududiy logistika markazlari va avtomobil–temir yo'l aloqalarini yuk oqimlari asosida rivojlantirishdir. Logistika markazini faqat ombor maydoni sifatida emas, konsolidatsiya, bojxona, qadoqlash, cross-docking, transport vositalariga servis va axborot almashish funksiyalarini birlashtiruvchi tugun sifatida tashkil etish zarur.

Uchinchi ustuvor yo'nalish – tashuvchilar bozorining axborot integratsiyasi va kooperatsiyasidir. Kichik transport korxonalari uchun individual ravishda qimmat bo'lgan TMS, elektron hujjat, sug'urta, qaytish yuklarini qidirish va yoqilg'i boshqaruvi xizmatlarini umumiy platforma yoki logistika provayderi orqali taqdim etish mumkin.

To'rtinchi ustuvor yo'nalish – xizmat natijalarini standart ko'rsatkichlar asosida boshqarishdir. Transport korxonalari faoliyatini faqat tashilgan tonna yoki tushum bilan baholash zanjirga yaratilgan qiymatni to'liq aks ettirmaydi. CO₂ intensivligi, chegara kutishi va tiklanish vaqti kabi ko'rsatkichlar yagona monitoring panelida yuritilishi lozim.

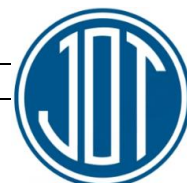
Beshinchi ustuvor yo'nalish – riskka asoslangan va ekologik jihatdan oqilona transport siyosatidir. Muqobil yo'nalishlar, transport quvvati rezervi, chegara va yo'l holati bo'yicha real vaqt axboroti, haydovchilar xavfsizligi hamda yukni himoya qilish choralari kuchaytirish zanjir uzilishlarining oqibatini kamaytiradi.

O'zbekiston transport-logistika tizimini rivojlantirishga oid amaliy choralarda elektron navbat, konteyner tashuvlarini kengaytirish va logistika samaradorligini oshirish maqsadlari ilgari surilmoqda [5]. Mazkur vazifalarni avtomobil transporti ta'minot zanjiri darajasida amalga oshirish uchun davlat, logistika operatorlari, yuk jo'natuvchilar, transport korxonalari, raqamli platformalar va ta'lim muassasalari o'rtasida uzviy hamkorlik talab etiladi.

Avtomobil transporti logistikasida ta'minot zanjirlarini rivojlantirish ko'p obyektli va ko'p mezonli boshqaruv vazifasi bo'lib, uni bitta texnologiya yoki tashkiliy chora bilan hal etish mumkin emas.

Taklif etilgan mualliflik tasnifi rivojlantirish usullarini o'nta guruhga ajratadi: institutsional-huquqiy, tashkiliy-integratsion, infratuzilmaviy va tarmoq, transport-texnologik, raqamli-axborot, iqtisodiy-moliyaviy, servis, risk va rezilyentlik, ekologik-resurs tejankor hamda inson kapitali-innovatsion usullar.

Rivojlantirish usulini tanlash zanjir diagnostikasi, aniq maqsadli ko'rsatkichlar, muqobil variantlarni ko'p mezonli baholash, iqtisodiy samarani hisoblash, risk va sinergiyani tahlil qilish hamda bosqichma-bosqich joriy etishga asoslanishi kerak.



3. Xulosa

O'zbekiston sharoitida elektron hujjatlar, hududiy logistika markazlari, umumiy raqamli platformalar, standart samaradorlik ko'rsatkichlari, risk boshqaruvi hamda park va kadrlar salohiyatini yangilash ustuvor. Ularning muvofiqlashtirilishi xarajatlarni kamaytirib, yetkazib berish ishonchliligi va xalqaro integratsiyani kuchaytiradi. Avtomobil transportining zanjirdagi roli uning eshikdan eshikkacha yetkazish imkoniyati bilan cheklanmaydi. U talab o'zgarishiga moslashish, multimodal tugunlarni bog'lash, hududiy taqsimot va so'nggi milni bajarish orqali zanjirning tezkorligini shakllantiradi. Shu sababli avtomobil logistikasini rivojlantirish bo'yicha qarorlar transport korxonasi chegarasidan chiqib, ishlab chiqarish, ombor, savdo, bojxona, moliya va raqamli axborot tizimlari bilan integratsiyada qabul qilinishi lozim.

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