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ORGANIZATIONAL AND ECONOMIC ASPECTS OF IMPLEMENTING INNOVATIVE BUSINESS MODELS IN THE ROAD TRANSPORT SERVICES MARKET

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Abstract: The rapid transformation of the service economy, increasing competition, digitalization and changing consumer requirements create a need to introduce innovative business models into the road transport services market. The purpose of this study is to identify the organizational and economic aspects of implementing innovative business models in the road transport services market and to develop practical directions for their application in Uzbekistan. The study employs statistical, comparative, systematic and structural analysis methods. Particular attention is paid to digital platforms, data-driven management, intelligent route planning, integrated logistics solutions and customer-oriented service models. The analysis shows that the volume of road transport services in Uzbekistan increased significantly during 2020–2025. The study proposes an integrated innovative business model based on the interaction of digital platforms, demand and supply coordination, route optimization, cost management, service quality and customer feedback. Its implementation can contribute to reducing transaction and operating costs, increasing vehicle utilization, improving service quality and strengthening competitiveness.

Keywords: road transport services, innovative business model, digital platform, transport market, logistics, digitalization, service quality, competitiveness, Uzbekistan.

JEL Classification: L91, O32, R40, R41.

Introduction

The transport sector is an important component of production, trade, logistics and regional economic integration. Digital technologies, platform solutions and data-based management systems are changing traditional mechanisms of interaction between transport service providers and consumers. These transformations are especially relevant to the road transport services market, where fragmented information flows, inefficient route planning and insufficient coordination can increase operating and transaction costs.

According to official statistics, the volume of motor transport services in Uzbekistan increased from UZS 32,395.7 billion in 2020 to UZS 95,853.8 billion in 2025. The expansion of the market increases the importance of service quality, cost optimization, reduction of empty mileage, higher vehicle utilization and effective coordination of supply and demand. Therefore, innovative business models should be considered not only as technological solutions,



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but as organizational and economic mechanisms for transforming the road transport services market.

Materials and Methods

The research applies statistical, comparative, systematic and structural analysis, logical generalization and scientific abstraction. Official statistical data for 2020–2025 are used to assess market dynamics. An innovative business model is interpreted as a system of organizational, economic and digital mechanisms through which transport service providers create customer value, organize service delivery and generate economic results. The analytical framework includes digital interaction, real-time coordination of demand and supply, route and capacity optimization, flexible pricing, cost management, service-quality monitoring and customer feedback.

Results and Discussion

The dynamics of Uzbekistan's road transport services market demonstrate its increasing economic importance. The nominal volume of road transport services almost tripled between 2020 and 2025. At the same time, nominal changes should not be interpreted as equivalent real-output growth because current-price values are also affected by price changes.

Table 1. Dynamics of road transport services in Uzbekistan, 2020–2025

Year	Volume, UZS billion	Physical volume index, %
2020	32,395.7	92.2
2021	42,091.3	117.8
2022	48,058.6	106.7
2023	57,906.7	106.9
2024	73,439.0	112.1
2025	95,853.8	114.2

Source: compiled by the author based on official statistical data of the Republic of Uzbekistan. 2025 data are preliminary.

Transformation of the Traditional Business Model

A traditional road transport business model can be represented as “Carrier → Transport service → Customer”. Although functional, this model may be constrained by information asymmetry, fragmented demand, empty mileage and insufficient coordination. The proposed innovative model expands the value chain by placing digital coordination at its core.

Digital platform → Demand and supply coordination → Route and capacity optimization → Cost optimization → Service quality management → Customer satisfaction → Competitiveness

The digital platform should perform more than an online-ordering function. Economically, it coordinates information on demand, available capacity, routes, prices, delivery conditions and service quality. Organizationally, enterprises need integrated digital management of orders, vehicles, routes, delivery status and customer feedback. Data-driven decision-making can improve fleet utilization and the reliability of service delivery.

Proposed Organizational and Economic Mechanism

The proposed mechanism integrates transport resources, customer demand, market information and digital infrastructure into a unified digital coordination platform. The platform collects and processes information, matches demand and supply and supports electronic interaction. Management processes then include route optimization, capacity management, flexible pricing, cost control and service-quality monitoring. The expected economic effects are lower transaction costs, reduced empty mileage, higher vehicle utilization and shorter service time. These effects can improve customer satisfaction, profitability and market competitiveness.

Practical Recommendations

Road transport enterprises should introduce interoperable digital solutions that integrate customer orders, fleet availability, route planning, payment, service monitoring and feedback.

Enterprise-level performance assessment should include vehicle utilization, empty mileage, cost per trip, delivery reliability, customer satisfaction and profitability rather than measuring digitalization only by information-technology expenditure.

Small transport operators should be encouraged to participate in digital platforms, enabling access to a wider customer base without the cost of building independent information infrastructure.

Market institutions should support interoperability, data security, transparent pricing and fair competition so that platform development increases market efficiency rather than creating new information barriers.

Conclusion

Uzbekistan's road transport services market has substantial potential for innovative business models. The growth of service volumes demonstrates the increasing role of the sector, while further development requires qualitative improvements in how services are organized and delivered. The proposed model integrates digital platforms, supply-demand coordination, route and capacity optimization, cost management, service-quality monitoring and customer feedback into a unified organizational and economic mechanism. Its implementation can reduce inefficient costs, increase vehicle utilization, improve service reliability and strengthen the competitiveness of road transport enterprises. Innovative business models can therefore serve as an important instrument for transforming the market toward a digitally coordinated, customer-oriented and economically efficient system.

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