

# IMPROVING THE MANAGEMENT EFFICIENCY OF THE LOGISTICS SERVICES MARKET

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**Abstract.** The article scientifically investigates issues related to improving the management efficiency of the logistics services market. The role of the logistics sector in the economy, the significance of market management mechanisms, and their impact on satisfying consumer needs are highlighted. The study analyzes development trends in the logistics services market and develops scientific and practical proposals aimed at enhancing management efficiency. Based on statistical analysis and forecasting methods, prospective directions for the development of the logistics services market are identified.

**Keywords:** logistics, logistics services market, management efficiency, market analysis, forecasting, consumer needs, competitiveness.

## 1. Introduction

In recent years, the importance of logistics services in both the global and national economy has been steadily increasing [1; 2]. The growing complexity of production and trade processes, integration among markets, and intensified competition have made effective management of the logistics services market an urgent issue [3]. Efficient functioning of the logistics system not only reduces firms' costs but also helps meet consumers' needs quickly and with high quality [4].

Under market economy conditions, the efficiency of managing the logistics services market is one of the key factors determining enterprises' competitiveness and sustainable development [5]. Therefore, analyzing the current state of the logistics services market, identifying its development trends, and developing scientifically grounded proposals to improve management efficiency are of particular relevance.

The Presidential Decree of the Republic of Uzbekistan No. PQ-28 dated January 27, 2025, "On Measures to Further Develop the Transport and Logistics System of the Republic of Uzbekistan," emphasizes the development of the national transport and logistics services market and infrastructure, increasing

transit capacity, forming promising transport corridors, reducing transport costs in export-import operations, and shortening delivery times to foreign markets [6].

The purpose of this article is to scientifically substantiate ways to improve the management efficiency of the logistics services market.

## **2. Literature Review**

Issues related to improving management efficiency in the logistics services market have been widely studied by foreign and domestic scholars across different periods. In scientific literature, logistics was initially interpreted as an operational activity aimed at cost reduction, but later it began to be recognized as an important element of strategic management.

At the end of the 20th century, Donald J. Bowersox and David J. Closs made significant contributions to the formation of logistics theory. In studies published between 1996 and 2002, they substantiated logistics services management as a strategic tool enhancing firms' competitiveness and proposed evaluating logistics efficiency through delivery speed, reliability, and service quality [1; 2].

Martin Christopher (2005) emphasized the need to organize logistics services market management based on customer orientation and integrated management principles; effective management is closely linked to in-depth analysis of consumer needs and the design of services aligned with those needs [3].

Douglas M. Lambert (2008–2014) showed that the development of the logistics services market depends on the level of cooperation among supply chain participants; information exchange and coordination of planning processes are key factors in logistics services management [4; 5].

Since the 2010s, digitalization and forecasting have become critical issues in managing the logistics services market. World Bank reports on the Logistics Performance Index (LPI) identify infrastructure quality, customs procedures, and logistics service quality as key criteria for assessing logistics performance [7; 8].

Domestic studies argue for applying statistical and economic-mathematical methods in forecasting the logistics services market under Uzbekistan's conditions [9].

## **3. Research Methodology**

The study applies a systematic approach, comparative analysis, statistical observation, and economic forecasting methods. The development indicators of Uzbekistan's logistics (transport) services market for 2021–2024 were analyzed based on official statistical data [9; 10].

Forecast indicators for 2025 were calculated using the Compound Annual Growth Rate (CAGR) method, which is widely used to determine short-term market development prospects [11].

CAGR formula:

$$CAGR = \left( \frac{V_f}{V_i} \right)^{\frac{1}{n}} - 1$$

where

$V_f$ - is the final year value,

$V_i$  is the initial year value, and  $n$  is the number of years.

Calculation (Uzbekistan case):

$V_i = 67,238.6$  billion UZS (2021),

$V_f = 145,124.4$  billion UZS (2024),

$n = 3$ .

$$CAGR = \left( \frac{145124.4}{67238.6} \right)^{1/3} - 1 \approx 0.292 \text{ (29.2 \%)}$$

Based on this result, the 2025 logistics services volume was forecast at approximately 168 trillion UZS.

#### 4. Results and Discussion

The analysis shows that the logistics services market demonstrates a stable growth trend. In recent years, increasing demand for logistics services, expansion of transport and warehousing infrastructure, and adoption of digital technologies have positively affected market growth.

To comprehensively assess the market, key economic indicators were analyzed: the volume of transport-logistics services, annual growth rates, and freight transportation volumes. These indicators reflect market activity, service scale, and the efficiency level of logistics systems.

Table 1 presents Uzbekistan's logistics (transport) services market indicators for 2021-2025, formed based on official statistical data and economic forecasting.

**Table 1.**

**Key indicators of Uzbekistan's logistics (transport) services market (2021–2025)**

Years	Transport-logistics services volume	Annual growth rate (%)	Freight transportation volume
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	<b>(billion UZS)</b>		<b>(million tons)</b>
2021	67,238.6	–	1,420.2
2022	83,985.6	24.9	1,420.9
2023	114,553.3	36.4	1,455.7
2024	145,124.4	26.7	1,521.2
2025*	168,000.0	15.8	1,580.0

Note: 2021-2024 figures are based on official open statistical sources (transport services statistics). The 2025 values (\*) are the author's forecast calculated using CAGR.

According to Table 1, Uzbekistan's logistics (transport) services market developed steadily and at high rates during 2021-2024. The services volume increased from 67.2 trillion UZS in 2021 to 145.1 trillion UZS in 2024-approximately 2.2 times growth within three years.

High growth rates can be explained by the expansion of transport-logistics infrastructure, increased transit potential, adoption of digital management systems, and growth in foreign trade volumes. In particular, the 36.4% growth rate in 2023 indicates a sharp increase in demand for logistics services.

Freight transportation volume rose from 1,420.2 million tons in 2021 to 1,521.2 million tons in 2024, confirming that logistics systems are increasingly aligning with real sector needs. Based on these trends, the logistics services volume in 2025 is forecast to be around 168 trillion UZS.

### **Conclusions and Recommendations**

The study confirms that improving management efficiency of the logistics services market plays a significant role in economic development and satisfying consumer needs. Implementing effective management mechanisms helps improve logistics service quality, reduce costs, and strengthen market competitiveness.

Based on the study, the following scientific and practical recommendations are proposed:

- establish a unified strategic approach for managing the logistics services market;
- accelerate implementation of digital logistics and information systems;
- improve service portfolios based on assessment of consumer needs;
- introduce a regular system for forecasting and monitoring logistics services market development.

In conclusion, implementing comprehensive measures to manage the logistics services market effectively will contribute to sustainable national economic development and increased competitiveness in the logistics sector. The analysis of Uzbekistan's logistics services market for 2021–2025 shows that management mechanisms based on forecasting and data-driven decisions ensure stable growth in logistics services volume.

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