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O‘ZBEKISTON RESPUBLIKASI BOSH PROKURATURASI
HUZURIDAGI IQTISODIY JINOYATLARGA QARSHI
KURASHISH DEPARTAMENT

“RAQAMLI IQTISODIYOT SHAROITIDA IQTISODIY
XAVFSIZLIKNI TA’MINLASH: MUAMMOLAR VA YECHIMLAR

MAVZUSIDAGI RESPUBLIKA ILMIY-AMALIY ANJUMANI TO‘PLAMI

FUQAROLAR PLASTIK KARTALARI KIBRXAVFSIZLIGINI TA’MINLASH
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Bosh muharrir:

Mo'minov Baxodir Boltaevich

Bosh muharrir o'rinbosari:

Nasimov Rashid

Muharrir:

Ulug'ova Baxtiniso Norpulatovna

Musahhih:

Ulug'ova Baxtiniso Norpulatovna

Dizayner:

Egamberdiyev Elyor

Tahrir hay'ati:

- | | |
|--|---------------------------------------|
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| 2. Rashid Nasimov (hay'at raisi o'rinbosari) | 13. Iles Xujayarov (O'zbekiston) |
| 3. Marat Raxmatullayev (O'zbekiston) | 14. Mexriddin Raximov (O'zbekiston) |
| 4. Muxammadjon Musaev (O'zbekiston) | 15. Murodjon Sultanov (O'zbekiston) |
| 5. O'tkir Xamdamov (O'zbekiston) | 16. Bekmurodov Ulug'bek (O'zbekiston) |
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| 10. Nodir Rahimov (O'zbekiston) | 21. Sultonboyeva Munira (O'zbekiston) |
| 11. Akmal Abdusalomov (J. Koreya) | |

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ASSESSING ENTERPRISE DIGITAL MATURITY AND IMPROVING THE MECHANISMS FOR STRENGTHENING COMPETITIVENESS

Kungratov Ilmurod Kuzibay ugli

Specialist at the Editorial office of scientific journals

Tashkent State University of Economics

Email: kungratovilmurod08@gmail.com

ORCID: <https://orcid.org/0009-0008-1397-2905>

Abstract. Uzbekistan has built digital infrastructure and digital public services of a standard that international assessments now place among the world’s leaders, yet the country’s innovation output position has not moved with it. Drawing exclusively on published international index data for 2020–2025, this paper identifies a persistent input–output gap and argues that it is located at enterprise level, where digital assets are acquired but not converted into organisational capability. The gap is traced across four independent assessment systems that measure different layers of the economy. A six-dimension Enterprise Digital Maturity Index is proposed as the missing diagnostic layer, and five mechanisms are formulated for tying state support to measured maturity gaps rather than to the volume of technology procured.

Keywords: digital maturity, enterprise competitiveness, digital transformation, Global Innovation Index, GovTech Maturity Index, input–output gap, ERP systems, absorptive capacity, digital economy, Uzbekistan.

STATEMENT OF THE PROBLEM

Digital development policy is normally evaluated by what has been built: kilometres of fibre, coverage rates, portals launched, systems deployed. This is a measure of supply. Competitiveness, however, is determined by absorption — by whether enterprises convert available digital capacity into lower costs, faster cycles and differentiated products. The distance between the two is what the literature calls digital maturity: the organisationally embedded capability to use digital assets, as opposed to the possession of them. Where supply grows faster than absorption, a country accumulates infrastructure without accumulating advantage.

Uzbekistan presents an unusually clear instance of this divergence, and the evidence for it comes from independent international assessments rather than from any single national source. On the supply side the record is strong. In the World Bank’s GovTech Maturity Index 2025 the country ranked 9th out of 198, with an index value of 0.958, a rise of 71 positions since 2020, when it stood 80th with 0.617, and consolidation in Group A, described as extensive GovTech maturity. In the United Nations E-Government Survey 2024 Uzbekistan ranked 63rd of 193 with an EGD I score of 0.7999, up six places from 69th in 2022, entering the very high EGD I group and passing ahead of schedule the 0.75 target set for 2025. Mobile broadband now reaches 99 per cent of settlements and 5G operates in all regional centres. Exports of ICT services rose from 140.9 million US dollars in 2022 to 344 million in 2023 and 619.7 million in 2024, an increase of roughly 40 per cent in the most recent year, and the number of registered entrepreneurs grew from 213,000 in 2016 to approximately 1.2 million in 2025.

The study applies gap analysis to published composite indices, using no primary survey data. Two steps are involved. First, the Global Innovation Index is decomposed into its input and output sub-indices for the editions 2020 to 2025, and the difference between the two ranks is treated as an absorption gap: inputs capture institutions, human capital, infrastructure, market sophistication and business sophistication, while outputs capture knowledge, technology and creative results. A persistent negative difference indicates that resources entering the innovation system are not being converted into results at a comparable rate. Second, four independent index systems are compared according to the layer of the economy each one assesses, in order to establish where in the economy the gap is concentrated. Because the number of economies covered differs between editions, ranks are compared as positional trends rather than as cardinal scores, and the analysis relies on the direction and persistence of the difference rather than on its precise magnitude.



The diagnostic instrument proposed on the basis of the findings is an Enterprise Digital Maturity Index (EDMI) with six dimensions: D1 digital strategy and leadership (weight 0.18); D2 business processes and digital infrastructure (0.20); D3 data management and analytics (0.19); D4 digital human capital (0.17); D5 customer and market interface (0.14); D6 cybersecurity and digital governance (0.12). Indicators are normalised to a 0–100 scale and aggregated as $EDMI = \sum (w_i \times S_i)$, with weights to be established by expert survey using the Delphi technique combined with the analytic hierarchy process (Table 1).

Table 1.

Decomposition of Uzbekistan's Global Innovation Index position, 2020–2025

Edition	Overall GII rank	Innovation inputs rank	Innovation outputs rank	Input–output gap (positions)
2020	93	81	118	37
2021	86	75	100	25
2022	82	68	91	23
2023	82	72	88	16
2024	83	71	91	20
2025	79	69	92	23

Source: compiled by the author from WIPO Global Innovation Index country profiles. The number of economies covered varies by edition (132 in 2022, 133 in 2024, 139 in 2025); the gap column is the author's calculation.

Figure 1. Uzbekistan in the Global Innovation Index: innovation inputs vs. outputs, 2020–2025

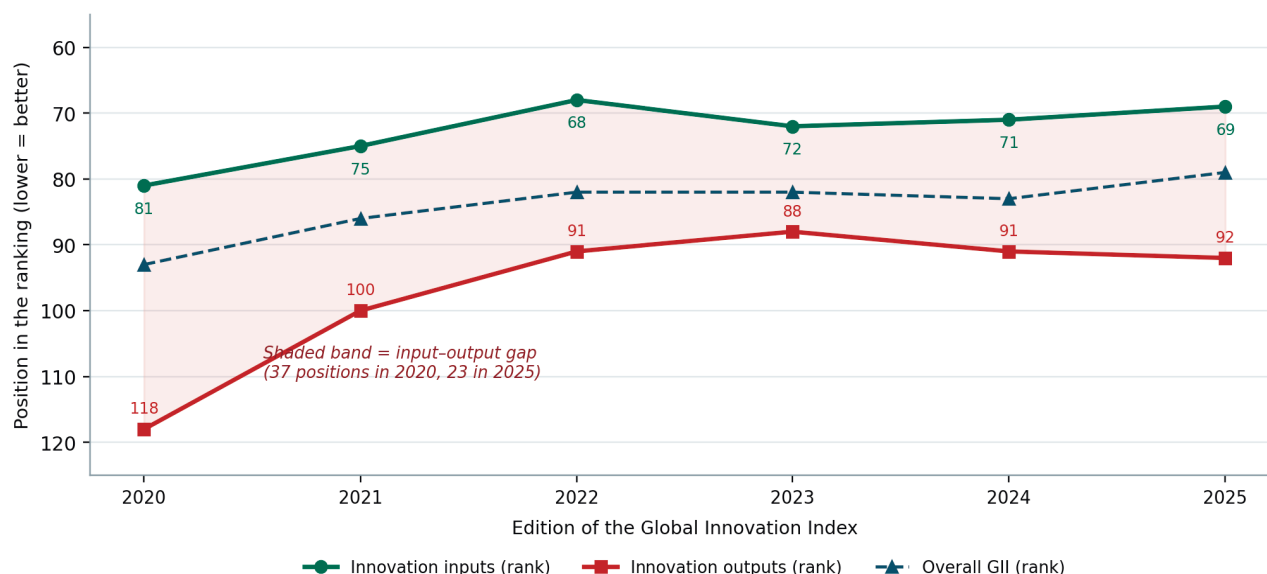


Figure 1. Innovation inputs and outputs,
2020–2025. Source: compiled by the author.

Table 1 and Figure 1 show a gap that narrowed sharply in the early period and then stopped narrowing. Between 2020 and 2023 the distance between the input and output ranks fell from 37 positions to 16, which is what would be expected when a country first builds connectivity and institutions from a low base. Since 2023 it has widened again, to 20 positions in 2024 and 23 in 2025. The direction of movement of the two lines in the latest editions is the decisive detail: the input rank improved from 71 to 69 while the output rank deteriorated from 91 to 92. Additional resources entered the system and produced no additional results. The overall improvement to 79th place in 2025 was therefore driven by inputs, not by performance.



Table 2.

Uzbekistan’s position across international assessment systems and the economic layer each one measures

No.	Index (publisher)	Edition	Result for Uzbekistan	Layer assessed	What is primarily measured
1	GovTech Maturity Index (World Bank)	2025	9th of 198 (0.958)	State	Government digital systems and services
2	E-Government Development Index (UN)	2024	63rd of 193 (0.7999)	State and infrastructure	Online services, telecom, human capital
3	Government AI Readiness Index (Oxford Insights)	2025	Policy capacity 80.50; development and diffusion 38.75	State vs. technology sector	Strategy capacity vs. diffusion of technology
4	Global Innovation Index (WIPO)	2025	79th of 139; inputs 69th, outputs 92nd	Whole economy	Innovation resources vs. innovation results

Source: compiled by the author from the published results of the respective assessment systems.

Table 2 locates the gap. The assessments that measure the state perform best: 9th in the world for government digital maturity, 63rd for e-government, and a policy capacity score above 80 in the AI readiness assessment. The assessments that measure what happens beyond the state perform worst: 92nd for innovation outputs, and a development and diffusion score of 38.75 — less than half the policy score within the same index. The same pattern repeats at two different levels of aggregation and in indices produced by three different organisations using unrelated methodologies. This consistency is what makes the diagnosis credible: the constraint is not the availability of digital capacity but its absorption by enterprises.

The policy framework already recognises this. The Digital Uzbekistan — 2030 Strategy, approved by Presidential Decree No. PF-6079 of 5 October 2020, sets as an explicit target that the share of large business entities having introduced an enterprise resource management (ERP) system should reach 90 per cent by 2025, and requires that programmes for introducing information technologies at industrial enterprises be harmonised with programmes for their technological re-equipment. What is missing is not the objective but the instrument: there is no firm-level measurement that would show whether an ERP installation has actually changed how an enterprise operates, or whether it has been recorded as an asset and left largely unused. A binary count of installations cannot distinguish between the two, and the innovation output data suggest the distinction matters.

CONCLUSIONS AND RECOMMENDATIONS

Three conclusions follow. First, Uzbekistan’s digital supply side is objectively strong and improving, and this is confirmed by independent assessments rather than by self-reporting. Second, the conversion of that supply into economic results has stalled: the innovation input–output gap has widened from 16 to 23 positions since 2023, and in the most recent edition inputs improved while outputs declined. Third, the gap is located at the level of the enterprise, which is precisely the level at which no systematic maturity measurement currently exists.

Five mechanisms are proposed. First, a national enterprise digital maturity register should be established, based on a free EDMI self-assessment that generates an automatic benchmark report against sector and size peers, compulsory for applicants for state digitalisation support and voluntary otherwise. Second, subsidies, tax preferences and preferential credit should be tied to the measured maturity gap rather than to the sum invested, so that an enterprise which has not standardised its processes is financed for process standardisation rather than for an ERP licence it cannot yet use. Third, reporting on the ERP target set by Decree No. PF-6079 should shift from installation counts to utilisation indicators — share of transactions processed in the system, share of management decisions supported by system data — since an installed system that is not used is indistinguishable from no system at all in the output statistics. Fourth, a national programme of enterprise-based data analytics training should be introduced, assessed on a delivered analytical product rather than on attendance, since the diffusion score of 38.75 points to human capability rather than infrastructure as the binding constraint. Fifth, the input–output gap should itself be adopted as a monitored policy indicator, with sectoral ministries accountable for narrowing it, so that the success of digitalisation programmes is judged by conversion rather than by expenditure.

The limitation of this design should be stated plainly. Composite index ranks are aggregate and lagging, they are sensitive to methodological revision between editions, and they establish association rather than



causation. Confirming the enterprise-level location of the gap requires firm-level EDMl measurement on a representative national sample, which is the natural next stage of this research.

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Bosh muharriri: Mo'minov Baxodir Boltaevich

Bosh muharrir o'rinbosari: Nasimov Rashid

Muharrir: Ulug'ova Baxtiniso Norpulatovna

Musahhih: Ulug'ova Baxtiniso Norpulatovna

Dizayner: Egamberdiev Elyor

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