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# MUVAFFAQIYATLI STARTAP FAOLIYATIDA ROL O'YNOVCHI MUHIM OMILLAR VA O'ZBEKISTON SHAROITIDA STARTAP EKOTIZMINING RIVOJLANISHI



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**Annotatsiya.** Ushbu maqolada dunyo miqyosida startaplarning muvaffaqiyatini ta'minlaydigan omillar majmuasi tahlil qilinib, O'zbekistonda ekotizim rivoji misolida ushbu omillarning amaldagi roli ko'rib chiqiladi. Xalqaro tahliliy va ilmiy manbalarni tizimli o'rganish asosida O'zbekistondagi startap ekotizimi baholandi hamda tahlil qilindi. Natijalar shuni ko'rsatadiki, O'zbekiston Markaziy Osiyo davlatlari orasida startap ekotizimi jadal rivojlanayotgan mamlakatlardan biridir. Bu yo'nalishda unicorn startaplar, venchur fondlar va qulay fiskal tartibotlar shakllangan.

**Kalit so'zlar:** startap ekotizimi, inson kapitali, venchur fondlar, innovatsion tadbirkorlik.

**Abstract.** This article analyzes the set of factors that ensure the success of startups at the global level, examines the practical role of these factors within the context of the development of the startup ecosystem in Uzbekistan. Based on a systematic review of international analytical and scientific publications, the startup ecosystem of Uzbekistan was assessed and analyzed. The findings indicate that Uzbekistan is among the most rapidly developing countries in the field of startup ecosystems in Central Asia, where key ecosystem components such as a unicorn startup, venture capital funds, and favorable fiscal regulations have already emerged.

**Key words:** startup ecosystem, human capital, venchur funds, innovative entrepreneurship.

**Аннотация.** В этой статье, проводится анализ совокупности факторов, обеспечивающих успех стартапов на глобальном уровне, рассматривается роль данных факторов в условиях развития экосистемы стартапов в Узбекистане. На основе системного изучения международных аналитических и научных публикаций была проведена оценка и анализ стартап-экосистемы Узбекистана. Полученные результаты показывают, что Узбекистан является одним из наиболее динамично развивающихся государств в сфере стартап-экосистемы среди стран Центральной Азии, где уже сформированы такие элементы, как «единорог»-стартап, венчурные фонды и благоприятные фискальные условия

**Ключевые слова:** стартап-экосистема, человеческий капитал, венчурные фонды, инновационное предпринимательство.

## KIRISH

Global raqamli iqtisodiyot sharoitida innovatsion startaplar muvaffaqiyati ko'p jihatdan ularning atrofida shakllangan startap ekotizimiga bog'liq. Startap ekotizimi deganda ma'lum hududda faoliyat yurituvchi tadbirkorlar, turli bosqichdagi startaplar hamda ularga ko'maklashuvchi ko'plab subyektlar — ilmiy-tadqiqot

institutlari, banklar, investorlar, venchur fondlar, akselerator va inkubatorlar, koverking markazlari, hukumat organlari, OAV va xususiy sektor vakillari — o‘zaro hamkorlikda shakllantirgan muhit tushuniladi [1].

Yangi startaplarning muvaffaqiyatli yo‘lga qo‘yilishi aynan ekotizim tarkibi va uning samarali faoliyati bilan baholanadi. Ekotizimdagi kuchli va zaif tomonlarni chuqur tahlil qilish orqali chora-tadbirlar ishlab chiqish hamda qulay tadbirkorlik muhitini yaratish mumkin.

O‘zbekiston startap ekotizimi so‘nggi yillarda misli ko‘rilmagan sur‘atlarda rivojlanib, Markaziy Osiyoda eng tez o‘sayotgan innovatsion makonlardan biriga aylandi va jahon e‘tiborini tortmoqda. 2025-yilda mamlakat startap ekotizimi global reytingda ilk bor eng kuchli 100 talik qatoriga kirib, 98-o‘rinni egalladi. Bir yil ichida ekotizimning umumiy indeksi qariyb 90 foizga oshgani hukumatning raqamli iqtisodiyotni rivojlantirish, startaplarni tartibga solish hamda kapitalga doir imkoniyatlarni kengaytirishga qaratilgan islohotlari bilan izohlanadi [2].

## MAVZUGA OID ADABIYOTLAR SHARHI

Startap muvaffaqiyati va uning shakllanish omillarini o‘rganish bugungi global iqtisodiyotda muhim ilmiy yo‘nalishlardan biridir. Eric Ries o‘zining “The Lean Startup” konsepsiyasida startaplarni rivojlantirishda “tez sinov va tez xulosa chiqarish” tamoyilining ahamiyatini asoslab beradi. Unga ko‘ra, startaplar resurslarni tejab, mijoz ehtiyojlariga moslashuvchan yondashuv orqali muvaffaqiyatga erishadi. Shepherd ushbu konsepsiyani ilmiy jihatdan tahlil qilib, nazariya va amaliyot o‘rtasida bo‘shliq mavjudligini ko‘rsatadi. Uning fikricha, agar startap faoliyati ilmiy asoslanmagan bo‘lsa, u qisqa muddatda o‘sish bilan birga tez yo‘qolish xavfiga ham ega bo‘ladi.

Ekotizim yondashuvi bo‘yicha Isenberg startaplarning muvaffaqiyatida muhit, siyosat, moliyalashtirish, madaniyat, inson kapitali va bozor imkoniyatlari o‘rtasidagi o‘zaro bog‘liqlikni ta‘kidlaydi. U startaplarni faqat iqtisodiy subyekt sifatida emas, balki ijtimoiy va institutsional tizimning bir qismi sifatida ko‘radi. Stam esa ekotizimni murakkab tizim deb izohlaydi va startap muvaffaqiyatini ta‘minlovchi elementlar o‘rtasidagi o‘zaro ta‘sirni o‘rganish zarurligini asoslaydi. Uning tadqiqotlari shuni ko‘rsatadiki, ekotizimning barqaror ishlashi uchun davlat siyosati, bilim va innovatsiyalar, tadbirkorlik madaniyati hamda kapital oqimlari uyg‘unlikda ishlashi lozim.

Empirik tadqiqotlarda Skawińska startaplarning muvaffaqiyati asosan asoschilar jamoasining kompetensiyasi, biznes modeli, moliyaviy manbalar va tarmoq aloqalarining mavjudligiga bog‘liqligini aniqlagan. U Yevropa Ittifoqi mamlakatlari misolida muvaffaqiyatli startaplarning o‘zgaruvchan muhitga tez moslashish qobiliyatiga ega ekanini ko‘rsatadi. Xalqaro miqyosdagi tahlillar shuni anglatadiki, moliyalashtirish imkoniyatlari cheklangan hududlarda startaplar asosan “bozorga kirish” muammosi bilan to‘qnashadi, bu esa davlat va xususiy sektor o‘rtasidagi hamkorlik mexanizmlarini kuchaytirishni talab etadi.

O‘zbekiston misolida IT Park hisobotlari va Enpact tahlillari mamlakatda so‘nggi yillarda startap ekotizimi jadal rivojlanayotganini tasdiqlaydi. IT Park tomonidan taqdim etilgan ma‘lumotlarga ko‘ra, Tashkent va mintaqaviy markazlarda startaplar soni yil sayin ortmoqda, ularning ko‘pchiligi axborot texnologiyalari, elektron savdo va ta‘lim texnologiyalari yo‘nalishida faoliyat yuritmoqda. Enpact tashkiloti olib borgan tadqiqotlar esa ekotizimdagi asosiy muammolar sifatida dastlabki kapital yetishmasligi, venchur moliyalashtirishning cheklanganligi hamda malakali mentorlar kamligini qayd etadi. Shu bilan birga, Asian Development Bank tomonidan tayyorlangan hisobotda davlat tomonidan yaratilgan soliq imtiyozlari va IT infratuzilmasi rivoji startaplar uchun yangi imkoniyatlar ochayotgani ta‘kidlanadi.

Startup Genome tomonidan tayyorlangan “Global Startup Ecosystem Report 2025” ma‘lumotlariga ko‘ra, O‘zbekiston Markaziy Osiyoda eng tez rivojlanayotgan innovatsion markazlardan biriga aylangan. Bu natija mamlakatda raqamli iqtisodiyotga o‘tish, startaplarni moliyaviy qo‘llab-quvvatlash va yosh tadbirkorlarni rag‘batlantirish siyosati bilan bog‘liq. Shu bilan birga, Shepherd va Isenberg tomonidan ilgari surilgan nazariyalar asosida aytish mumkinki, O‘zbekistonda ekotizimni yanada kuchaytirish uchun inkubatsiya dasturlari, venchur fondlar va xalqaro hamkorlikni kengaytirish zarur.

Umuman olganda, adabiyotlar tahlili shuni ko‘rsatadiki, startap muvaffaqiyati yagona omilga bog‘liq emas. U tadbirkorning malakasi, innovatsion g‘oya sifatini ta‘minlovchi ichki omillar bilan bir qatorda, mamlakatning siyosiy, iqtisodiy va institutsional sharoitlariga ham bevosita bog‘liq. O‘zbekiston sharoitida bu yo‘nalishdagi muvaffaqiyat davlat siyosatining barqarorligi, biznes infratuzilmasining kengayishi va xalqaro investitsiyalarni jalb etish imkoniyatlari bilan belgilanadi.

## TADQIQOT METODOLOGIYASI

Tadqiqotda tizimli adabiyotlar sharhi qo‘llanilib, xalqaro ilmiy jurnallardagi maqolalar, Startup Genome, Startublink, UNDP asosida startap muvaffaqiyat omillari o‘rganildi. O‘zbekiston Respublikasi Statistika agentligi ma‘lumotlari asosida ikkilamchi ma‘lumotlar tahlili, qiyosiy, induksiya va deduksiya tahlil usullaridan foydalanildi.

## TAHLIL VA NATIJALAR

O'zbekiston so'nggi yillarda raqamli texnologiyalar va innovatsion tadbirkorlikni rivojlantirishga katta e'tibor qaratib kelmoqda. Natijada, qisqa davr ichida mamlakat endi shakllanayotgan raqamli iqtisodiyotdan tez sur'atlarda o'sib borayotgan startap ekotizimiga aylanishga muvaffaq bo'ldi. Bugungi kunda O'zbekiston Markaziy Osiyo mintaqasida eng jadal rivojlanayotgan innovatsion markaz sifatida tilga olinmoqda [1].

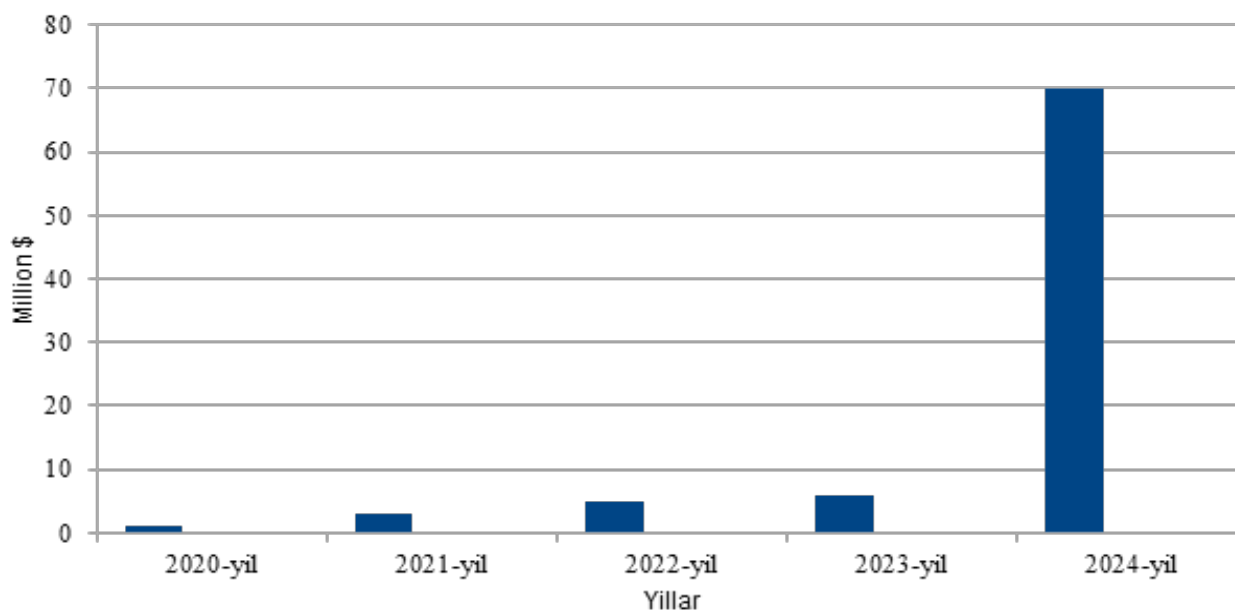
Yuqorida qayd etilganidek, 2025-yil holatiga O'zbekiston dunyo startap ekotizimlari reytingida 98-o'rinni egallab, ilk bor eng yaxshi 100 talikka kirdi [9]. Bu yutuq 2024–2025-yillar davomida mamlakatning umumiy ekotizim reyting balli qariyb 90 foizga o'sishi evaziga qo'lga kiritildi [10]. Boshqacha aytganda, O'zbekiston startap ekotizimi aynan o'tgan bir yil ichida dunyodagi eng tez o'sayotgan ekotizimlardan biriga aylandi. Mutaxassislarning ta'kidlashicha, bunday sakrashga hukumat tomonidan raqamli iqtisodiyotni rivojlantirish, startap faoliyatini tartibga solish va moliyalashtirish manbalarini kengaytirish borasida amalga oshirilgan izchil islohotlar zamin yaratgan [7].

O'zbekistonda startaplar uchun mavjud moliyaviy resurslar hajmi so'nggi yillarda misli ko'rilmagan tezlikda oshdi. Xususan, erta bosqichdagi startaplarni moliyalashtirish ko'lami 2020-yildagi taxminan 300 ming AQSh dollaridan 2024-yilga kelib 69,5 mln. dollarga yetdi, ya'ni to'rt yil ichida 230 martadan ziyod o'sishga erishildi [1].

Natijada, mamlakat startap ekotizimining umumiy bahosi 2021-yilda atigi 1 mln. AQSh dollaridan kam bo'lgan bo'lsa, 2025-yilga kelib 1,2 mlrd. AQSh dollaridan oshdi [10]. Ushbu moliyaviy yuksalishda mamlakatning ilk "unicorn" startapi (bahosi 1 mlrd. dollardan ortiq bo'lgan kompaniya) – Uzum startapi muhim rol o'ynadi.

Grafikka ko'ra, 2020–2022-yillar davomida investitsiyalar miqyosi juda kichik bo'lgan bo'lsa, 2024-yilga kelib keskin o'sish (taxminan 70 mln. AQSh dollariga yaqin) kuzatilgan. Moliyaviy ekotizimning kengayishi nafaqat yirik bitimlarda, balki venchur infratuzilmasining shakllanishida ham namoyon bo'lmoqda. 2025-yil holatiga ko'ra, O'zbekistonda faoliyat yuritayotgan venchur jamg'armalar soni 12 tadan oshib, ularning umumiy boshqaruvidagi aktivlari 136 mln. AQSh dollaridan ko'proqni tashkil etdi.

Bu ko'rsatkich atigi besh yil avvalgi davr bilan solishtirganda 10 baravar o'sishga teng. Yangi tashkil topgan mahalliy venchur jamg'armalar va xorijiy fondlar mablag'lari asosan FinTech (moliyaviy texnologiyalar), EduTech (ta'lim texnologiyalari), sun'iy intellekt hamda elektron tijorat kabi ustuvor sohalardagi startaplarni rivojlantirishga yo'naltirilmoqda (1-rasm) [12].

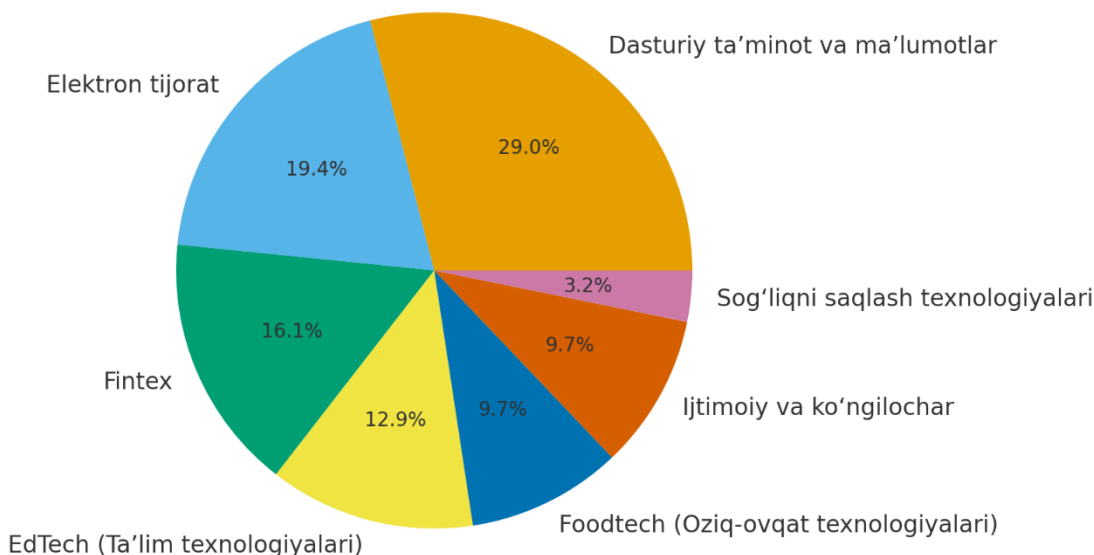


1-rasm. O'zbekiston startap ekotizimida erta bosqich moliyalashtirish hajmining 2020–2024-yillardagi o'sish dinamikasi

Quyidagi 2024-yil bo'yicha Startuplink ma'lumotlariga ko'ra, mamlakatimizdagi sohalararo dasturiy ta'minot va ma'lumotlar yo'nalishiga ixtisoslashgan startaplar (ko'pincha korporativ dasturiy ta'minot yoki IT xizmatlari) eng yirik toifani tashkil etib, qariyb 29 foiz ulushga ega. Elektron tijorat startaplari 19 foiz, moliyaviy texnologiyalar esa 16 foiz ulush bilan eng katta segmentlarni tashkil etadi. Bu esa O'zbekiston startap ekotizimida onlayn savdo platformalari va moliyaviy ilovalarning kuchli o'rin egallaganini tasdiqlaydi.

Taxminan 13 foiz ulushga ega bo'lgan EdTech sektorining mavjudligi startaplar orasida raqamli ta'lim va innovatsion ta'limiy yechimlarga yo'naltirilgan tashabbuslarning sezilarli ekanligini anglatadi. Bu yo'nalishning o'sishi mamlakatda inson kapitalini rivojlantirishga qaratilgan investitsiyalar bilan izohlanadi (2-rasm).

### O'zbekistondagi Startaplarning Sohlarga Ko'ra Taqsimoti (StartupBlink, 2024)



2-rasm. O'zbekistondagi startaplarning tarmoqlar bo'yicha taqsimoti (StartupBlink ma'lumotlari asosida, 2024)

Boshqa yo'nalishlar — oziq-ovqat texnologiyalari, ijtimoiy va ko'ngilochar platformalar, shuningdek, sog'liqni saqlash texnologiyalari — ekotizimda mavjud bo'lsa-da, ularning ulushi nisbatan past.

E'tiborga molik jihat shundaki, agritexnologiya va greentech (toza energiya) yo'nalishlari rasmiy doiralar tomonidan innovatsiyalar uchun ustuvor soha sifatida qayd etilmoqda. Buning sababi — O'zbekistonning qishloq xo'jaligi salohiyati yuksakligi hamda qayta tiklanuvchi energiya resurslariga bo'lgan ehtiyojning ortib borayotganidir.

Shunga qaramay, mazkur yo'nalishlar hozircha startaplar tarkibida yetarli darajada namoyon bo'lmayapti. Xuddi shuningdek, kiberxavfsizlikka ixtisoslashgan startaplar ham hozirgi kunda O'zbekistonda deyarli mavjud emas, garchi bu yo'nalish istiqbolli va rivojlantirilishi zarur soha sifatida e'tirof etilgan bo'lsa-da.

## XULOSA VA TAKLIFLAR

Tadqiqot natijalari shuni ko'rsatadiki, startaplar global miqyosda innovatsiyalar, iqtisodiy o'sish va yangi ish o'rinlari yaratishda muhim rol o'ynaydi. Biroq, yuqori muvaffaqiyatsizlik darajasi startaplarning ilk bosqichlarda barqaror rivojlanishi uchun puxta ekotizim zarurligini ta'kidlaydi.

Xalqaro adabiyotlar tahlili startap muvaffaqiyati ko'plab ichki (tadbirkorlik qobiliyati, innovatsion yechim, biznes modeli) va tashqi (moliyalashtirish, institutlar qo'llovi, ekotizim infratuzilmasi) omillar uyg'unligiga bog'liq ekanini ko'rsatdi.

O'zbekiston misolida olib borilgan tahlillar esa so'nggi yillarda startap ekotizimi jadal rivojlanayotganini tasdiqladi. IT Park rezidentlarining ko'payishi, raqamli iqtisodiyot uchun yaratilgan soliq imtiyozlari, ilmiy-ta'lim salohiyatining oshishi, venchur moliyalashtirish hajmining keskin o'sishi hamda "unicorn" startapning shakllanishi mamlakatni Markaziy Osiyoda raqamli innovatsiyalar markaziga aylantirayotganini ko'rsatadi.

Bu esa mavjud imkoniyatlar to'liq amalga oshmayotganini hamda kelgusida maqsadli choralar ko'rish zarurligini ko'rsatadi.

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