



**PRACTICAL SKILLS IN ENSURING THE ECONOMIC SECURITY OF  
SERVICE ENTERPRISES**

**Zubayda Ubaydullayevna Shodmanova**

Lecturer at the Department of Economic Theory,

Samarkand Institute of Economics and Service

**Shaxboz Shavkat o'g'li Shomurodov**

Student at Samarkand Institute of Economics and Service

**Anotatsiya:** Xizmat ko'rsatish korxonalari iqtisodiyotning muhim qismi bo'lib, ularning iqtisodiy xavfsizligini ta'minlash muvaffaqiyatli faoliyatning asosidir. Ushbu maqolada xizmat ko'rsatish korxonalari iqtisodiy xavfsizligini ta'minlashda amaliy ko'nikmalar, tahlil usullari va strategiyalar ko'rib chiqilgan. Tavsiyalar va ilmiy-amaliy yondashuvlar asosida bu sohaning barqaror rivojlanishini ta'minlash bo'yicha takliflar ishlab chiqilgan.

**Kalit so'zlar:** xizmat ko'rsatish, iqtisodiy xavfsizlik, amaliy ko'nikmalar, strategiyalar, rivojlanish.

**Annotation:** Service enterprises are a vital part of the economy, and ensuring their economic security is fundamental to successful operations. This article explores practical skills, analytical methods, and strategies to ensure the economic security of service enterprises. Recommendations and scientific-practical approaches are developed to ensure sustainable growth in this sector.

**Keywords:** service enterprises, economic security, practical skills, strategies, development

**Аннотация:** Сервисные предприятия являются важной частью экономики, и обеспечение их экономической безопасности является основой успешной деятельности. В данной статье рассматриваются практические навыки, методы анализа и стратегии обеспечения экономической безопасности сервисных предприятий. Разработаны рекомендации и научно-практические подходы для обеспечения устойчивого развития данной отрасли.

**Ключевые слова:** сервисные предприятия, экономическая безопасность, практические навыки, стратегии, развитие.





## **Introduction**

Today, the service sector plays a crucial role in the economy of every country. This sector is essential for economic development, ensuring employment, increasing export potential, and improving societal well-being. The processes of globalization, intensifying competition, the introduction of innovative technologies, and the growing demands of customers have made the issue of ensuring the economic security of service enterprises even more relevant. The economic security of service enterprises is not only a key factor in ensuring their stability but also plays a fundamental role in the sustainable development of the entire economy. Economic security enables service enterprises to manage their resources efficiently, ensure financial stability, enhance competitiveness, and mitigate risks. However, ensuring this security in today's dynamic economic environment requires addressing several challenges. In particular, uncertainties in the economic environment, resource shortages, increasing competition among enterprises, and rapid market changes significantly impact the stable operation of businesses. Therefore, developing innovative solutions and practical skills is of great importance in ensuring the economic security of service enterprises. Additionally, analyzing both external and internal factors plays a vital role in maintaining economic security in service enterprises. External factors, such as market trends, changes in the competitive environment, and government policies, directly influence enterprise activities. Internal factors, on the other hand, include financial management, employee capabilities, the implementation of innovative technologies, and strategic planning. A comprehensive study of these factors and an approach based on them are crucial in ensuring the economic security of service enterprises.

Ensuring the economic security of service enterprises requires the implementation of various approaches and comprehensive measures. In this process, improving the efficiency of financial management systems plays a crucial role. Regular monitoring of a company's revenues and expenses, analyzing financial indicators, and making data-driven decisions are among the key factors in strengthening economic security. Ensuring financial stability requires not only the rational management of funds but also the efficient use of credit resources and the enhancement of investment potential. To maintain economic security in the service sector, special attention must be given to risk identification and management. The risk management process involves identifying potential threats that service enterprises may encounter, assessing the likelihood of their occurrence, and implementing effective countermeasures. This approach helps prevent financial losses, maintain market share, and strengthen customer trust.





In the national economic system of the Republic of Uzbekistan, the service sector is one of the fastest-growing industries, accounting for 39.1% of GDP. According to statistical data, “the volume of services provided in 2023 amounted to 470.3 trillion UZS, showing a growth rate of 113.7% compared to the previous year.” However, over the past five years, the share of urban areas in the total volume of services has decreased by 3.1 percentage points. One of the key challenges is the insufficient development of service provision across different regions of the country, with services being concentrated mainly in large cities and densely populated areas. In fact, major cities accounted for 62.1% of all services provided. Other factors affecting the sector include low levels of capital investment, weak scientific and technical potential, limited human resources, and declining competitiveness of service enterprises. Developing market analysis and strategies to enhance competitiveness is essential for service enterprises. Continuously monitoring market conditions and trends, analyzing the strengths and weaknesses of competitors, and studying consumer needs help improve service quality and innovative approaches. To ensure a competitive advantage, it is crucial to focus on service uniqueness, flexible pricing policies, and a high level of customer satisfaction. Improving employee qualifications plays a decisive role in ensuring the economic security of service enterprises. Employees must constantly update their professional knowledge, adopt new technologies, and strive to enhance customer service quality. Skilled employees are one of the key factors in the successful operation of enterprises and increased customer satisfaction. The integration of innovative technologies is another important direction for service enterprises. Modern technologies allow for the optimization of service processes, increased efficiency, and cost reduction. For example, automated systems improve the speed and quality of customer service while ensuring transparency in financial operations. Additionally, the adoption of technology facilitates the creation of new service types and enhances personalized customer approaches. Developing and implementing marketing strategies is crucial for maintaining the economic security of service enterprises. The primary goal of marketing is to attract customers and meet their needs to the maximum extent possible. This, in turn, helps increase a company’s revenues and strengthen its market position. The effectiveness of a marketing strategy depends on identifying the right target audience, using advertising tools efficiently, and employing innovative promotional methods. Ensuring the economic security of service enterprises requires maintaining a balance between internal and external factors while deeply analyzing their interrelationships. The company’s management should focus on strategic planning and developing long-term strategies to strengthen economic security. This approach plays





a key role in ensuring the sustainable development of service enterprises and increasing their adaptability to market conditions.

The timely and effective implementation of the tasks and directives set by the President of the Republic of Uzbekistan has led to achieving targeted economic indicators, ensuring employment, introducing new service types, and increasing both the volume of services per capita and the number of business entities. As a result, living standards have improved, and citizens' quality of life has been positively impacted. However, despite these achievements, certain challenges and shortcomings in the service sector continue to slow down its development. The service sector encompasses a wide range of activities provided by enterprises, organizations, and individuals, including both production-related and non-production services. In developed countries, the service sector accounts for 60-70% of the economy, while in nations such as the United States, European Union member states, and Japan, this figure reaches 70-80%. Key industries within the service sector include IT, finance, education, healthcare, and tourism. In developing countries, the service sector contributes 40-60% of GDP, with a focus on transportation, communications, and trade services. However, the growth of innovative services in these countries remains relatively slow. In the case of Uzbekistan, the service sector has become an essential component of the economy, with its share in GDP steadily increasing over the past years. According to 2023 statistical data, the service sector accounted for over 40% of GDP. Among the most prominent sub-sectors are trade, transport and communications, and financial services. While the development of digital economy-based services is accelerating, it still lags significantly behind global standards. Currently, both local and international economists are conducting numerous studies aimed at expanding Uzbekistan's service sector and increasing its contribution to GDP. Research in this field is primarily focused on enhancing sectoral diversification, improving service quality, integrating digital innovations, and fostering a more competitive business environment.

#### Key Sectors in Uzbekistan's Service Industry (2023 Data)

##### 1. Financial and Transport Services

- The financial sector was one of the fastest-growing industries in 2023, with its total volume reaching 2,047.2 trillion UZS, marking a growth rate of 138.5%.
- Transport services also played a significant role, accounting for 20.3% of the total service sector.

##### 2. Education and Information Technology Services





- The education sector experienced a 141.7% growth rate, highlighting its importance in preparing a skilled workforce for the innovation-driven economy.
- IT services saw a growth rate of 122.1%, reflecting the increasing demand for digital transformation in various industries.

### 3. Trade and Hospitality Services

- Trade services remained one of the largest sub-sectors, contributing 29.6% to the total service industry.
- Hospitality and food services recorded a growth rate of 103.5%, indicating the sector's steady expansion.

Additionally, an analysis of financial indicators for service enterprises in Samarkand region has been conducted to evaluate their performance and economic stability within the broader national service sector.

Indicators	2020	2021	2022	2023	Growth (2020-2023)
Net revenue from the sale of products (goods, works, and services)	3665.4	4738.7	5622.7	6249.2	1.7 times
Cost of sold products (goods, works, and services)	2566.1	2792.3	2835.1	3027.4	18.0%
Gross profit (loss) from the sale of products (goods, works, and services)	580.5	640.4	650.5	750.1	29.2%
Period expenses	482.1	530.8	620.6	695.1	44.2%
Other income from core activities	65.7	73.7	79.8	88.6	34.8%
Income from financial activities	87.9	59.1	62.3	69.2	-21.7%
Expenses related to financial activities	63.5	85.6	77.6	78.3	23.3%
Extraordinary profit (loss)	0.5	0.6	0.7	0.7	40.0%
Net profit	110.5	123.6	145.3	162.7	47.2%

This information reflects the financial activities of service enterprises in the Samarkand region from 2020 to 2023.

In particular, the main goal of the economic security of enterprises operating in the service sector is to ensure stable economic development and the effective management of financial resources. In this process, it is important to minimize risks, increase competitiveness, and develop strategies for long-term success. In a changing market environment, enterprises are confronted with the need to search for entirely new





approaches to ensure their economic security, regardless of the field of activity. This includes developing innovative methods for risk management, effectively utilizing internal resources, including human capital, and enhancing adaptability and the ability to adjust to external threats. Managing service enterprises involves measures to reduce risks, develop long-term strategies, and assess risks in advance. Strengthening internal control, training employees, improving staff qualifications, preparing for hazardous situations, insuring specific risks, reducing financial losses, and continuously analyzing financial indicators and controlling risks are ways to achieve this.

**Conclusion:** Ensuring the economic security of service enterprises is a key factor for their successful operation and sustainable development. In modern economic conditions, achieving this goal requires a multifaceted approach. One of the most important aspects of ensuring the economic security of service enterprises is creating an effective management system and continuously improving it. Establishing financial monitoring, using resources wisely, managing risks, and responding quickly to market demands are essential conditions for ensuring the stability of enterprises. Having practical skills enables companies to successfully manage in conditions of economic uncertainty. By improving employee qualifications and instilling modern knowledge and skills, a company can strengthen its internal capacity. Skilled personnel are a crucial tool in increasing a company's competitiveness and meeting customer needs. Moreover, the implementation of innovative technologies allows for improved service quality and cost optimization. To ensure a competitive advantage, it is important to thoroughly study the market and develop strategic approaches. By creating marketing strategies and highlighting the uniqueness of services, enterprises can gain customer trust and strengthen their position in the market. Furthermore, through innovative solutions in the service sector, attracting new customers and increasing customer loyalty will ensure the economic security of the enterprise. In the process of ensuring the economic security of service enterprises, it is crucial to maintain a balance between external and internal factors. External factors include market trends, government policies, and changes in the competitive environment, while internal factors include financial stability, management effectiveness, and employee potential. By thoroughly analyzing these factors and developing corresponding strategies, service enterprises can stabilize their operations.

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