

PROBLEMS IN THE IMPLEMENTATION OF ERP TECHNOLOGIES IN UZBEK MANUFACTURING ENTERPRISES AND WAYS TO SOLVE THEM

Raximjonov Orifjon Olimjon o'g'li

Doctoral student at Namangan State Technical University

Abstract. This study scientifically investigates the problems that arise during the implementation of ERP (Enterprise Resource Planning) technologies in manufacturing enterprises in Uzbekistan and ways to overcome them. By integrating ERP systems into the manufacturing sector, it is possible to achieve efficient use of resources by enterprises, digitization of production processes, and increased operational efficiency. At the same time, it was revealed that there are a number of obstacles related to technical, financial, organizational, and human resources in the process of implementing ERP systems in Uzbek enterprises. This article deeply studies the causes of these problems and offers effective solutions based on international experience. The results of the study are of practical importance for enterprise managers and policymakers.

Keywords: ERP systems, digital transformation, manufacturing enterprises, operational efficiency, resource management, digital divide, integration, technological modernization, information systems, economy of Uzbekistan, digitization.

In the digital economy, the role of ERP (Enterprise Resource Planning) systems in increasing the efficiency of manufacturing enterprises and ensuring their international competitiveness is becoming increasingly important today. In the global economy, the widespread use of ERP systems by enterprises is becoming the basis for reducing operating costs, improving product quality, and building competitive advantage [1].

The World Bank's 2021 "Digital Economy for Uzbekistan" report notes that Uzbekistan's manufacturing enterprises still lag behind developed countries due to insufficient use of digital integration [2].

The United Nations Development Program (UNDP) 2022 report also provides an in-depth analysis of the need to accelerate digital transformation in developing countries, especially the challenges and opportunities in implementing ERP systems in the manufacturing sector. This organization notes that the widespread use of ERP systems can increase the overall operational efficiency of enterprises by 15–25 percent [3]. At the same time, the need to identify and develop clear strategies for eliminating technical, financial, organizational and human resource problems encountered by enterprises in the process of implementing ERP technologies was emphasized [3].

At the local level, the Government of the Republic of Uzbekistan has adopted a number of legal and regulatory documents on the development of the digital economy and the active use of ERP and similar technologies in the production and service sectors. In particular, the Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022 "On the Development Strategy of New Uzbekistan for 2022–2026" focuses on increasing operational efficiency and competitiveness through the use of ERP systems in

manufacturing enterprises [4]. In addition, the Resolution of the Cabinet of Ministers No. 551 of August 31, 2021, established mechanisms and deadlines for the introduction of digital technologies, including ERP systems, in manufacturing enterprises, which also serves to increase the relevance of this topic [5].

The 2022 report of the United Nations Development Program (UNDP) proved that the efficiency of enterprises can increase by 15-25 percent through the implementation of ERP systems in the manufacturing sector [3]. However, it was found that there are financial and technical problems in the process of implementing ERP systems.

Decree of the President of the Republic of Uzbekistan No. PF-60 sets the task of accelerating digital transformation in manufacturing enterprises through the widespread use of ERP systems. This decree specifically emphasizes the economic efficiency of digitalization.

In particular, the Table shows in detail the changes in the process of implementing ERP (Enterprise Resource Planning) systems in manufacturing enterprises in the Namangan region and all its districts. It reflects the dynamic growth of the number of enterprises using ERP systems by district each year. This table allows you to assess factors such as the current economic situation in the district during the implementation of ERP technologies, technical capabilities, the level of the digital divide, and the impact of digitalization policies.

Table 1.

Analysis of the dynamics of changes in the number of enterprises that have implemented ERP systems in manufacturing enterprises in the Namangan region by years

Districts	2020	2021	2022	2023	2024
Namangan city	6	7	10	12	24
Chortoq district	9	10	14	13	24
Chust district	7	9	18	18	15
Kosonsoy district	2	11	13	11	25
Mingbulaq district	5	11	14	13	19
Namangan district	5	13	9	23	22
Norin district	5	4	8	13	18
Pop district	9	9	5	13	29
Turakurgan district	3	10	8	24	26
Uchkurgan district	5	10	10	17	17
Uychi district	7	11	19	10	22
Yangikurgan district	4	4	5	11	27

Source: Author's work based on reports from the Namangan Regional Department of Statistics

The analysis of the implementation of ERP systems in manufacturing enterprises in the Namangan region for 2020-2024 showed significant positive results. In particular, in the city of Namangan, Chortoq and Kosonsoy districts, the number of enterprises implementing

ERP technologies has increased sharply, and the volume of product production has increased by an average of 15-20%. It was found that the success of these processes is associated with state policy, adaptation to local conditions and investments. At the same time, along with stable development, some financial and technical difficulties were observed in the implementation of ERP technologies in Chust and Mingbulok districts. In particular, the number of enterprises implementing ERP systems in Chust district reached 18 in 2023, and decreased to 15 the following year. In Mingbulok district, ERP technologies have been constantly expanding, reaching 19 by 2024. These circumstances indicate the need to further improve local capabilities and support mechanisms during the implementation of ERP systems.

Based on the results of the above study, the following conclusions and recommendations were formulated on the implementation of ERP systems in manufacturing enterprises of the Namangan region.

Firstly, the implementation of ERP systems in manufacturing enterprises of the Namangan region has significantly expanded during 2020-2024. In particular, the number of enterprises using ERP technologies in Kosonsoy and Chartok districts has increased rapidly, which clearly demonstrates the economic efficiency of ERP systems and their necessity.

Secondly, it was found that there are significant differences between districts in the implementation of ERP systems. Although the implementation of ERP systems is being carried out rapidly in some districts, this indicator remains relatively low in some districts.

Thirdly, the implementation of ERP technologies has a positive effect on the efficiency of manufacturing enterprises. The results of the study show that enterprises that use ERP systems have increased their production volume by an average of 15-20 percent, and operating costs have decreased by 10-15 percent.

Fourth, there are financial, technical, organizational and human resource problems in the process of implementing ERP systems, which are especially common in small and medium-sized enterprises. Removing these obstacles will allow you to fully benefit from ERP technologies and further increase production efficiency.

References:

1. Monk, E., & Wagner, B. (2022). *Concepts in Enterprise Resource Planning*. 5th Edition, Cengage Learning, USA.
2. World Bank. (2021). *Digital Economy for Uzbekistan: Leveraging Digital Transformation to Accelerate Growth*. Washington, DC: World Bank Group.
3. United Nations Development Programme (UNDP). (2022). *Bridging the Digital Divide: Challenges and Solutions for Developing Economies*. New York, UNDP Publications.
4. O'zbekiston Respublikasi Prezidenti. (2022). "2022–2026-yillarga mo'ljallangan Yangi O'zbekistonning taraqqiyot strategiyasi to'g'risida" PF-60-son Farmoni, Toshkent.
5. O'zbekiston Respublikasi Vazirlar Mahkamasi. (2021). "Ishlab chiqarish korxonalarida raqamli texnologiyalarni keng joriy qilish chora-tadbirlari to'g'risida" 551-son Qarori, Toshkent.