

# MUHANDISLIK

## & IQTISODIYOT

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ijtimoiy-iqtisodiy, innovatsion texnik,  
fan va ta'limga oid ilmiy-amaliy jurnal

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ТАШКЕНТСКИЙ ФИЛИАЛ



# **muhandislik** **& iqtisodiyot**

ijtimoiy-iqtisodiy, innovatsion texnik,  
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05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari  
05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash  
05.01.03 – Informatikaning nazariy asoslari  
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti  
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi  
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari  
05.01.07 – Matematik modellashtirish  
05.01.11 – Raqamli texnologiyalar va sun'iy intellekt  
05.02.00 – Mashinasozlik va mashinashunoslik  
05.02.08 – Yer usti majmualari va uchish apparatlari  
05.03.02 – Metrologiya va metrologiya ta'minoti  
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash  
05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi  
05.05.05 – Issiqlik texnikasining nazariy asoslari  
05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari  
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi  
05.08.03 – Temir yo'l transportini ishlatish  
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)  
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar  
05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari  
10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik  
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08.00.01 – Iqtisodiyot nazariyasi  
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08.00.17 – Turizm va mehmonxona faoliyati

## Ma'lumot uchun, OAK

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# OPPORTUNITIES AND CHALLENGES OF STARTUP LAUNCHING IN UZBEKISTAN

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**Abstract.** This study explores the opportunities and challenges associated with launching startups in Uzbekistan, focusing on the lived experiences of entrepreneurs. Using a qualitative research design based on semi-structured interviews with startup founders, the study investigates how individuals perceive and navigate the entrepreneurial environment in a transitional economy. The findings reveal that while Uzbekistan offers emerging opportunities such as increasing government support, growing digital markets, and access to young talent, entrepreneurs face significant challenges including limited access to finance, regulatory barriers, and skill shortages. The study highlights the importance of personal motivation, networks, and adaptability in overcoming these challenges. The research contributes to the understanding of entrepreneurship in emerging economies by providing context-specific insights into the Uzbek startup ecosystem.

**Keywords:** entrepreneurship, startups, emerging economies, Uzbekistan, entrepreneurial experience, startup ecosystem, institutional environment, qualitative study.

**Annotatsiya.** Ushbu tadqiqot O'zbekistonda startaplarni yo'lga qo'yish bilan bog'liq imkoniyatlar va muammolarni tadqiq etadi hamda tadbirkorlarning amaliy tajribasiga e'tibor qaratadi. Tadqiqot yarim tuzilgan intervyular asosida olib borilgan sifatli metodologiyaga tayangan holda, tadbirkorlarning o'tish iqtisodiyoti sharoitida biznes muhitini qanday qabul qilishi va unga qanday moslashishini o'rganadi. Natijalar shuni ko'rsatadiki, O'zbekistonda davlat qo'llab-quvvatlashining ortishi, raqamli bozorlarning rivojlanishi va yosh kadrlar mavjudligi kabi imkoniyatlar mavjud bo'lsa-da, tadbirkorlar moliyalashtirishga cheklangan kirish, tartibga solishdagi to'siqlar va malakali mutaxassislar yetishmasligi kabi muhim masalalarga duch kelmoqda. Tadqiqot ushbu masalalarni yengishda shaxsiy motivatsiya, ijtimoiy tarmoqlar va moslashuvchanlik muhim ahamiyatga ega ekanligini ta'kidlaydi. Ushbu ish rivojlanayotgan iqtisodiyotlarda tadbirkorlikni tushunishga hissa qo'shadi va O'zbekiston startap ekotizimi bo'yicha kontekstga xos xulosalarni taqdim etadi.

**Kalit so'zlar:** tadbirkorlik, startaplar, rivojlanayotgan iqtisodiyotlar, O'zbekiston, tadbirkorlik tajribasi, startap ekotizimi, institutsional muhit, sifatli tadqiqot.

**Аннотация.** Данное исследование рассматривает возможности и вызовы, связанные с запуском стартапов в Узбекистане, с акцентом на практический опыт предпринимателей. Используя качественный исследовательский подход, основанный на полуструктурированных интервью с основателями стартапов, исследование анализирует, как предприниматели воспринимают и адаптируются к предпринимательской среде в условиях переходной экономики. Результаты показывают, что, несмотря на наличие новых возможностей, таких как усиление государственной поддержки, рост цифровых рынков и доступ к молодым кадрам, предприниматели сталкиваются с рядом существенных вопросов, включая ограниченный доступ к финансированию, регуляторные барьеры и нехватку квалифицированных специалистов. Исследование подчеркивает важность личной мотивации, социальных связей и адаптивности для успешного преодоления этих вызовов. Работа вносит вклад в понимание предпринимательства в странах с развивающейся экономикой, предоставляя контекстно-ориентированные выводы о стартап-экосистеме Узбекистана.

**Ключевые слова:** предпринимательство, стартапы, развивающиеся экономики, Узбекистан, предпринимательский опыт, стартап-экосистема, институциональная среда, качественное исследование.



## INTRODUCTION

In recent years, entrepreneurship has gained increasing importance as a driver of economic growth, innovation, and employment. Startups, in particular, play a critical role in transforming traditional industries and introducing new technologies. In emerging economies such as Uzbekistan, the development of startups represents both an opportunity for economic diversification and a challenge due to institutional and structural conditions.

Uzbekistan has undergone significant economic reforms aimed at supporting private sector development and innovation. These changes have created new opportunities for entrepreneurs, including improved access to digital technologies, government initiatives, and growing market demand. However, despite these positive developments, launching a startup in Uzbekistan remains a complex process influenced by various economic, social, and institutional factors.

Most existing research on entrepreneurship focuses on measurable variables such as finance, education, and firm performance. While valuable, such approaches often overlook the subjective experiences of entrepreneurs and how they interpret the challenges and opportunities they encounter. A qualitative perspective is therefore essential to capture the depth and complexity of startup development in this context.

This study aims to explore the opportunities and challenges of launching startups in Uzbekistan from the perspective of entrepreneurs themselves. By examining their experiences, perceptions, and decision-making processes, the research seeks to provide a deeper understanding of the factors shaping entrepreneurial activity in the country.

## LITERATURE REVIEW

Entrepreneurship is increasingly viewed as a process shaped by both individual agency and environmental conditions [1]. In emerging economies, entrepreneurial activity is strongly influenced by institutional frameworks, cultural norms, and access to resources [2]. Rather than being purely economic, entrepreneurship is also a social and interpretive process in which individuals construct meaning based on their experiences [3].

Emerging economies often provide unique opportunities for startups due to market gaps, rapid digitalization, and increasing technological adoption [4]. Government initiatives supporting innovation also play a key role in fostering entrepreneurship [5].

In Uzbekistan, recent reforms and investments in innovation infrastructure have contributed to the development of a growing startup ecosystem, including incubators and innovation hubs [6].

Despite the presence of opportunities, access to financial resources remains one of the most significant challenges for startups. Entrepreneurs in emerging markets often rely on personal savings, informal funding sources, and limited external investment [7]. The lack of developed venture capital markets and difficulties in accessing bank financing can constrain startup growth and scalability [8].

Institutional factors play a critical role in shaping entrepreneurial activity. Complex regulations and administrative barriers can discourage startup formation [9]. Although Uzbekistan has introduced reforms to improve the business environment, entrepreneurs may still face practical difficulties navigating regulatory systems [6].

The availability of skilled labor is essential for startup development. However, entrepreneurs often report difficulties in finding qualified employees, particularly in technical and managerial fields [10]. This challenge can slow innovation and limit scalability.

Cultural norms and social expectations influence entrepreneurial behavior. Risk aversion, fear of failure, and gender roles may affect individuals' willingness to start a business [11]. At the same time, strong social networks can provide support and opportunities for collaboration [12].

Qualitative studies emphasize the importance of personal motivation, passion, and resilience in entrepreneurship [13]. Founders often face uncertainty and setbacks, requiring adaptability and persistence. The ability to learn from experience is a key factor in startup survival [14].

The literature suggests that startup launching in Uzbekistan is shaped by a combination of opportunities and challenges embedded within a dynamic and evolving environment. While institutional reforms and market developments create favorable conditions, important barriers related to finance, regulation, and human capital remain [6], [8]. A qualitative approach is therefore essential to understand how entrepreneurs experience and navigate these complexities in practice.

## RESEARCH METHODOLOGY

This study adopts a qualitative research design to explore the opportunities and challenges of startup launching in Uzbekistan. A qualitative approach is appropriate as it allows for an in-depth understanding of entrepreneurs' experiences, perceptions, and decision-making processes.

The research follows an abductive approach, combining existing theoretical knowledge with empirical observations. This approach enables the researcher to move iteratively between theory and data. Qualitative research is particularly suitable for this study because it focuses on capturing rich, descriptive data and understanding phenomena from the perspective of individuals directly involved in startup activities.

The primary method of data collection was semi-structured interviews with startup founders in Uzbekistan.

A total of five entrepreneurs participated in the study. Although eight startups were initially approached, only five agreed to participate due to time constraints. The relatively small sample size allowed for a deeper exploration of each case and provided detailed insights into individual experiences. The participants were selected purposively based on their relevance to the research objectives, specifically their involvement in launching and developing startups in Uzbekistan.

Interview Process:

- Interviews were semi-structured, allowing flexibility in responses.
- Questions were primarily open-ended (“how” and “why”).
- A set of approximately 10 questions was developed based on the literature and research objectives.
- Interviews were conducted in Russian and later translated into English.
- Each interview lasted between 30 and 80 minutes and was conducted:
  - in participants’ offices;
  - via Zoom;
  - in coworking spaces in Tashkent.

With participants’ consent, interviews were audio-recorded to ensure accuracy and allow detailed analysis. The semi-structured format enabled respondents to provide detailed insights, share personal experiences, and introduce new perspectives beyond predefined questions.

The table below provides an overview of the companies interviewed for this paper (Table 1).

Table 1. Interviewed Startup Companies<sup>1</sup>

	Interviewee	Age	Company	Industry	Country	Type of interview	Duration
1	Shakhzod Umirzakov	23	TASS Vision	AI Technology	Uzbekistan	Face-to-Face	01:09:10
2	Saidamir Saidakhmedov	23	Шкодим	Innovative school	Franchise in Uzbekistan	Face-to-Face	01:18:40
3	Diyor Latipov	22	Unicode	Online Platform	Uzbekistan	Face-to-Face	53:35
4	Saidmurod Muydinov	24	UMSF	Mind Sport Federation	Uzbekistan	Face-to-Face	01:40:01
5	Mokhinur Botirova	19	E-med	Online platform	Uzbekistan	Zoom	34:20

## ANALYSIS AND RESULTS

This section presents the key findings derived from the thematic analysis of interviews with startup founders in Uzbekistan. The analysis revealed several recurring themes reflecting both opportunities and challenges in the startup ecosystem.

Financial Constraints as a Primary Barrier. One of the most dominant themes across all interviews was the difficulty in accessing financial resources. Participants consistently emphasized that limited funding opportunities restrict startup growth and scalability.

Many entrepreneurs rely heavily on personal savings or informal funding sources due to the lack of developed venture capital markets.

“It is very difficult to find investors here. Most of us start with our own money or borrow from friends and family.” (Respondent 2)

“Banks are not really an option for startups, especially at the early stage.” (Respondent 4)

These findings indicate that financial constraints remain a critical obstacle for startup development in Uzbekistan.

Institutional and Regulatory Challenges. Another significant challenge identified by participants relates to bureaucratic and regulatory barriers. Although reforms have improved the business environment, practical difficulties persist.

“The process of registering and managing a business is still complicated. There are many small issues that slow everything down.” (Respondent 1)

<sup>1</sup> author’s development



“Sometimes regulations are not clear, and it takes time to understand what is required.” (Respondent 3)

These responses suggest that while progress has been made, institutional processes continue to affect entrepreneurial activity.

**Role of Social Networks and Informal Support.** Social connections and networks emerged as a crucial factor in overcoming challenges. Many entrepreneurs highlighted the importance of personal relationships in accessing resources and opportunities.

“Without connections, it is very hard to move forward. Networking is everything here.” (Respondent 5)

“Most of the support I received came from people I know, not from formal institutions.” (Respondent 2)

This demonstrates that informal networks often complement formal support structures.

**Emerging Market Opportunities and Digital Growth.** Despite the challenges, participants identified several opportunities, particularly related to digitalization and unmet market needs.

“There are many problems in the market that still need solutions. That creates opportunities for startups.” (Respondent 3)

“Digital services are growing fast, and people are more open to new technologies now.” (Respondent 1)

These insights highlight the potential for innovation-driven startups in Uzbekistan’s evolving market.

**Human Capital and Skill Limitations.** A recurring issue mentioned by participants was the difficulty in finding skilled employees, particularly in technical and managerial roles.

“It is hard to find people with the right skills and mindset for startups.” (Respondent 4)

“Even when you find talented people, they often prefer stable jobs instead of startups.” (Respondent 5)

This indicates that human capital constraints can hinder startup growth and development.

**Entrepreneurial Motivation and Resilience.** Despite numerous challenges, entrepreneurs demonstrated strong motivation and resilience. Many participants emphasized personal drive as a key factor in continuing their startup journey.

“You have to believe in your idea, otherwise you will quit very quickly.” (Respondent 1)

“There are many difficulties, but if you are passionate, you keep going.” (Respondent 3)

This suggests that psychological factors play a crucial role in startup survival.

## CONCLUSION AND RECOMMENDATIONS

This study explored the opportunities and challenges of startup launching in Uzbekistan through a qualitative analysis of entrepreneurs’ experiences. The findings reveal that the startup ecosystem in Uzbekistan is characterized by a dynamic interplay between emerging opportunities and ongoing structural barriers.

On the one hand, the study highlights significant opportunities for startup development. Rapid digitalization, increasing openness to innovation, and the presence of unmet market needs create favorable conditions for new ventures. Additionally, recent reforms and growing attention to entrepreneurship have contributed to the gradual development of a supportive ecosystem.

On the other hand, the findings demonstrate that entrepreneurs face several important challenges, particularly in relation to access to finance, regulatory complexity, and human capital limitations. The limited availability of developed funding mechanisms and difficulties in navigating institutional frameworks continue to constrain startup growth. Furthermore, shortages of skilled labor and risk-averse attitudes within society present additional obstacles.

An important insight of this study is the role of informal networks and personal resilience. Entrepreneurs rely heavily on social connections to access resources and opportunities, while individual motivation and persistence are essential for overcoming challenges. This highlights that startup development is not only shaped by external conditions but also by internal and social factors.

Overall, the study suggests that while Uzbekistan offers promising conditions for entrepreneurial activity, further improvements are needed to strengthen the startup ecosystem. Enhancing access to finance, simplifying regulatory processes, and investing in entrepreneurial education and skills development could significantly support startup growth.

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