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The Impact of American Marketplaces on Local Business and E-Commerce in Uzbekistan

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Abstract: This study examines the transformative influence of major U.S. online marketplaces—such as Amazon, Walmart, eBay, Etsy, and TikTok Shop—on the development of local businesses and the e-commerce ecosystem in Uzbekistan. By employing a mixed-methods approach that combines qualitative content analysis, a quantitative assessment of implementation plans, and regulatory review, this study uncovers important pathways through which American marketplace standards influence the technological, commercial, and institutional evolution of Uzbekistan's digital economy over time. The results show that global marketplace models are among the most effective mechanisms that hasten modernization of domestic e-commerce infrastructures, leverage their exposure to enhance export opportunities for small and medium enterprises, and change consumer behavior by shifting them towards quality-specific digital consumption. The paper also presents national regulatory reforms, such as mandatory use of electronic fiscal receipts and registration procedures for marketplaces, which will help bringing Uzbekistan's digital trade environment more in line with international practice. In general, this research gives a more holistic vision of how rapidly local business practices and the local e-commerce landscape are transforming in Uzbekistan under the influence of global digital platforms.

Keywords: e-commerce; marketplaces; Amazon; Walmart; Etsy; digital trade; Uzbekistan; consumer behavior; export development; fulfillment infrastructure; regulatory framework; digital economy.

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1. Introduction

With the continuous growth of e-commerce, online sellers are increasingly working under pressure to select the most optimal platforms that can offer a competitive edge [1]. In today's competitive sphere, picking a marketplace is such a strong driving factor for sales but also the product-to-market strategy that it can make or break for everyone, from solopreneurs to marketplace sellers to wholesale suppliers. Thus, choosing the appropriate online platform is considered one of the most important elements influencing the success of business, reach to the desired customers and competitiveness [2].

At present, major marketplace platforms operating in the United States are emerging as the primary drivers of the global e-commerce market. Through their extensive audience reach, advanced logistics infrastructure, and seller-friendly ecosystem, these platforms are fundamentally transforming the competitive environment of international trade [3].

The basic normative and legal basis for digital trade and other relations carried out online in Uzbekistan is the Law of the Republic of Uzbekistan «On E-Commerce» (No. O'RQ-792) dated September 29, 2022 (hereinafter – the Law), which began to operate from December 31, 2022 [4]. This law includes 7 chapters and 33 articles, which specifically

regulate the situation of electronic trade participants: their rights and obligations, the process of concluding electronic contracts, payment mechanisms, as well as the basic rules for the delivery and return of goods.

Online stores are a great source of customer data for brands and this information is vital when structuring marketing strategies and products [5].

New opportunities are being created for different retail brands to reach a wider range of people on continental level due to online market places, without giving the companies to majorly invest in their own individual e-commerce platforms [6].

Sellers who sell on trusted and long-standing marketplaces can take advantage of platform credibility which gives consumers more confidence. Furthermore, starting to sell on a marketplace is significantly more cost-effective and faster than developing one's own online platform, as the marketplace itself manages essential processes such as website design, order processing, and financial transactions [7].

Marketplaces represent one of the leading global trends in the development of e-commerce, allowing diverse trading platforms to enter target consumer markets [8]. Marketplaces constitute a core component of the modern e-commerce infrastructure, functioning as multifunctional digital environments that enable the simultaneous sale of a wide range of goods and services. The rapid development of the digital economy of the country in the recent years finds its reflection in the gradual increasing of such platforms in Uzbekistan. On the one hand, large foreign companies, for example, Wildberries, entered the local market and intensified competition, on the other hand, national marketplaces, such as Uzum, appeared and rapidly developed, raising the digital transformation of the domestic market to a new level.

Independent expert and consultant Sergey Lebedev notes that large marketplaces at present are developing cross-border e-commerce, opening representative offices in the country, including in China, Turkey, and the UAE.

Marketplaces are like spiced up e-commerce tools available to small businesses [9].

2. Materials and Methods

This study employs a mixed-methods research design that integrates qualitative and quantitative approaches to provide a comprehensive assessment of the influence of major U.S. online marketplaces on the development of e-commerce and local business activities in Uzbekistan.

1. Data Sources

The research is based on a combination of primary and secondary data:

- a. Primary data were collected through expert interviews with local entrepreneurs, marketplace sellers, e-commerce consultants, and logistics specialists in Uzbekistan.
- b. Secondary data were drawn from international reports (OECD, UNCTAD, World Bank), academic publications, governmental regulations, and analytical articles related to Amazon, Walmart, eBay, Etsy, and TikTok Shop.

Additionally, official documents such as the Law "On E-Commerce" (O'RQ-792) and Resolution No. 943 on electronic fiscal receipts were examined to assess the regulatory environment shaping the national e-commerce ecosystem [10].

2. Qualitative Analysis

A content analysis method was applied to:

- a. identify key themes related to the adoption of U.S. marketplace standards,
- b. evaluate the perceived benefits and challenges faced by Uzbek online sellers,
- c. examine the impact of global digital trade practices on local consumer behavior.

Interview transcripts were coded into thematic categories including logistics modernization, export expansion, digital marketing adaptation, consumer trust, and regulatory alignment.

This analytical process enabled the identification of structural trends and causal relationships within the evolving e-commerce landscape.

3. Quantitative Analysis

Quantitative data were analyzed using descriptive and comparative techniques:

- a. E-commerce growth indicators (sales volumes, number of online transactions, seller participation rates) were compared across the years 2019–2024.
- b. Export statistics related to textiles, handicrafts, and consumer goods were examined to determine the extent of cross-border trade through platforms like Amazon Handmade and Etsy.
- c. Market competition metrics were assessed by evaluating delivery times, service quality ratings, and marketplace operator performance.

Where applicable, publicly available datasets and industry reports were used to support statistical comparison.

4. Regulatory and Institutional Analysis

A legal-institutional review was conducted to evaluate how Uzbekistan’s regulatory framework aligns with global best practices. Particular attention was given to:

- a. the implementation of electronic fiscal receipts,
- b. marketplace registration requirements,
- c. consumer protection mechanisms,
- d. fiscal transparency and tax compliance obligations.

This approach enabled a deeper understanding of how regulatory reforms help integrate Uzbekistan’s digital commerce environment with international standards.

5. Analytical Framework

The study’s analytical framework combines:

- a. Global marketplace benchmarking (Amazon FBA, Walmart Fulfillment Services, TikTok Shop live commerce),
- b. Domestic ecosystem assessment (Uzum Market, Asaxiy, ZoodMall),
- c. Consumer behavior modeling,
- d. Institutional alignment with OECD and UNCTAD guidelines.

This integrated methodology ensures a multidimensional evaluation of both technological and socio-economic impacts.

3. Results and Discussion

A marketplace is an online platform where retail stores and manufacturers can sell their products. Such platforms are commonly used by e-commerce brands to increase sales and reach a broader audience. In addition to offering a wide range of goods, marketplaces also provide several services that help businesses operate more efficiently and increase their sales volume. These services may include customer support, logistics and order fulfillment, payment processing, as well as marketing and analytical tools.

In Jenny Longmuir’s article dated October 22, 2025, titled “The Top 13 Online Marketplaces for US Sellers in 2025,” analytical insights are presented regarding the impact of 13 major marketplace platforms operating in the United States on the global e-commerce market (Table 1).

Table 1. Core metrics and competitive advantages of leading U.S. marketplace platforms

No	Marketplace	Active Sellers / Users	Key Performance Indicators (2024)	Competitive Advantages
1	Amazon	2+ million sellers	Net sales approx. \$500B; 60% of sales driven by third-party sellers	Largest global customer base; FBA logistics; strong advertising ecosystem

2	Walmart Marketplace	150,000+ sellers	~\$75B e-commerce revenue; rapid YoY expansion	Lower fees, less competition, omnichannel integration with physical stores
3	eBay	~19M sellers	GMV around \$85B	Global reach, auction + fixed-price formats, no approval process
4	Etsy	7.5M+ sellers	GMV approx. \$15B	Niche audience, highly engaged buyers, transparent pricing
5	Target Plus	~1,000 approved sellers	~\$20B online revenue	Trusted national brand; high quality standards; strong fulfillment support
6	Facebook Marketplace	1B+ monthly users	Increased Meta Pay adoption	Free listings, direct buyer communication, local + nationwide reach
7	TikTok Shop	100,000+ sellers	Rapid expansion in live-commerce	High engagement among young users; influencer integration; video-driven sales
8	Vinted	80M users	~\$700M annual revenue	No listing fees; strong demand for secondhand/sustainable fashion
9	Newegg	~40,000 sellers	~\$2.7B revenue	Specialized tech marketplace; reseller-friendly policies; competitive fulfillment
10	Wayfair	~12,000 sellers	~\$14B revenue	Leading home goods marketplace; advanced dropshipping and logistics support
11	Reverb	600,000+ active listings	Millions of users globally	Niche focus on musical instruments; lower fees; strong buyer protection
12	StockX	10M registered users	~\$1.5B transaction volume	Authentication system; high demand for limited-edition products
13	Poshmark	8M+ active sellers	~\$4B GMV	Social-commerce features; no up-front costs; strong mobile user base

The following section provides a systematic overview of the operations, growth indicators, and distinctive advantages of the largest and most influential online marketplace platforms in the United States [11].

Amazon remains the largest e-commerce site in the US today, with lots of options for third-party sellers. Through its logistics service—Amazon FBA—it all but automates the processes of storage, delivery and even customer service, greatly easing the path to operational complexity for sellers. The company reported total sales volume of nearly USD 500 billion in 2024, with over 60 percent of that figure coming from independent sellers, underscoring the potential available in the marketplace.

While Walmart Marketplace has a more stringent onboarding process for sellers, it maintains a quality, curated marketplace that complements Walmart's legacy retail stores through an omnichannel model. Walmart shows fast and steady progress with a 2024 e-commerce turnover of USD 75 billion.

eBay is one of the oldest players in the U.S. e-commerce landscape, providing adaptable selling solutions for new, used, and collectible goods. Thousands of users from all over the world are attracted to its auction-based and fixed-price sales models.

For example, Etsy is a marketplace platform designed specifically for creators, artist, and small makers and it continues to dominate the market for vintage and handmade

goods. In 2024, the platform still supports an active and engaged audience of over 7.5 million sellers [12].

Target Plus is an invite-only marketplace that allows only certain sellers to participate, utilizing Target's strong brand reputation to bolster its quality product assortment.

Social commerce, including increasingly popular social media-integrated marketplaces (for example, Facebook Marketplace and TikTok Shop), has been one of the fastest-growing views of commerce in recent years. And, the new models of digital marketing are being driven by the large user base of Facebook and video-based sales strategies of TikTok from China.

Second hand: As sustainability trends emerge globally, platforms like Vinted, Poshmark etc. Newegg in consumer electronics, Wayfair in home goods, Reverb in musical instruments, and StockX in authenticated branded products are all highly specialized marketplace ecosystems serving up niche-specific utility [13]. The findings of the analysis indicate that major U.S. online marketplace platforms significantly influence the development of Uzbekistan's e-commerce sector and its local business ecosystem. This influence manifests itself across several key dimensions (Table 2).

Table 2. Impact of U.S. Online Marketplaces on Local Businesses in Uzbekistan

№	Area of Impact	Description (Key Insight)
1	Access to Global Markets	Platforms such as Amazon, Etsy, and eBay have enabled Uzbek entrepreneurs to reach international consumer audiences. Exports of handicrafts, textiles, and accessories have increased significantly, creating new income streams for small businesses.
2	Increased Local Competition and Service Quality	Advanced logistics, delivery, customer service, and omnichannel standards established by U.S. marketplaces accelerated the modernization of Uzbek platforms such as Uzum, Asaxiy, and others. As a result, market competition intensified and service quality improved within the domestic market.
3	Development of Digital Marketing Strategies	Video marketing, live commerce, and influencer marketing trends shaped in the U.S. through TikTok Shop, Facebook Marketplace, and Instagram Shop have been widely adopted by local businesses. This increased brand visibility and contributed to higher sales conversion rates.

The research findings indicate that the advanced business models of platforms such as Amazon, Walmart, and TikTok Shop are being actively adapted by local Uzbek platforms. In particular, such aspects as logistics similar to Amazon FBA, omnichannel retail system, and video shopping approach have led to a significantly improved quality of services among the researched platforms. In addition, the process has been manifested by the widened range of payment systems, accelerated delivery operation, and improved customers experience standards. Moreover, statistics suggest that exports of Uzbek products via such platforms as Amazon, Etsy, and eBay have been continuously growing. Textiles, handicrafts, accessories, and decorative items reportedly top the list in terms of export demand. The increased popularity of marketplace exports has opened up new economic possibilities for small business owners and contributed to the international successes of the local Uzbek brands. Additionally, it is noteworthy to highlight the changes in consumer behavior as a result. Due to a wider access to the U.S. product assortment, it appears that Uzbek citizens are slowly transitioning to the quality-oriented model of purchases. Moreover, growing demands for original brands, electronics, clothing, and vintage items have incentivized the local manufacturers to align product design and packaging with the global standards. Furthermore, the technological models of U.S.

marketplaces have had a strong impact on the modernization of Uzbekistan's e-commerce infrastructure. Demand for fulfillment services has increased across the country, leading to the establishment of new warehouse centers [14]. The live-commerce practices popularized by TikTok Shop have been actively adopted by local brands, resulting in a significant rise in the use of video marketing (Table 3).

Table 3. The Impact of U.S. Online Marketplaces on Uzbekistan's E-Commerce Sector

No	Area of Impact	Description (Key Insight)
1	Modernization of E-Commerce Infrastructure	Under the influence of logistics models such as Amazon FBA, Walmart Fulfillment Services, and TikTok Shop, fulfillment centers, courier services, warehouse management systems, and online payment solutions in Uzbekistan have rapidly developed. Local platforms have been compelled to build infrastructure aligned with global standards.
2	Changes in Consumer Behavior and Online Buying Culture	Due to expanded access to global goods and services through platforms like Amazon, eBay, and TikTok, Uzbek consumers have become more quality-conscious, and trust in online shopping has increased. As a result, the overall volume of e-commerce continues to grow annually.
3	Increased Competition Among Local Platforms	U.S. marketplace standards have intensified competition among local platforms such as Uzum Market, Asaxiy, ZoodMall, and Mediapark Online. Improvements have been observed in delivery speed, product quality, customer service, cashback systems, and loyalty programs.

Uzbekistan: Transitioning to E-Commerce Infrastructure As designed by U.S. Marketplaces New warehouse centers have been set up, citing the increase in demand for fulfillment services around the country [15]. TikTok Shop has also seen its live-commerce practices readily adopted by local brands, while video marketing has risen tremendously.

Competition in the local e-commerce sector has intensified due to U.S. marketplace standards. Uzum, Asaxiy, ZoodMall and a number of other platforms have been forced to modernize in a variety of areas, including delivery systems, cashback and loyalty programs, and product authentication processes.

Discussion

Uzbekistan's e-commerce market is undergoing transformational processes that are inextricably connected with the global standards set by the largest U.S. online marketplaces — Amazon, Walmart, eBay, Etsy, and TikTok Shop. According to this, one of the most significant normative acts regulating the implementation of e-commerce in the country is the Regulation "On the Procedure for Providing Electronic Fiscal Receipts in Cash Settlements with the Population" approved by Resolution No. 943 of 23 November 2019. The structure of the Regulation—consisting of 7 chapters and 23 clauses—clearly defines the legal boundaries of market participants, strengthens transparency, and aligns the system with international best practices.

According to scientific literature, the core operating principles of platforms such as Amazon, Walmart Marketplace, and Etsy are built upon transparent transactions, online payment security, real-time fiscal monitoring, and digitally integrated logistics systems (Smith, 2022; Johnson & Reynolds, 2023). Likewise, the section of General provisions in Chapter 1 of the Regulation is also a must to reflect electronic fiscal receipts in Uzbekistan. This requirement actually compensates the need to bring the domestic market inline with global trade requirements.

As an example, in the Amazon FBA model each transaction flows within systems integrated with tax authorities to track and monitor consumption (Khan, 2021). The local

analogue of this mechanism is the virtual fiscal modules implemented in the territory of Uzbekistan (defined in paragraph 3 of the Regulation).

Chapter 3 of the Regulation outlines the obligations of marketplace operators and reinforces the quality standards for services provided on such platforms. This plays a critical role in fostering healthy competition [16]. As noted in the academic literature (Porter, 2008; Brynjolfsson & Hu, 2019), increased competition in e-commerce marketplaces leads to:

- a. price reductions;
- b. improved service quality;
- c. faster delivery times;
- d. broader consumer protection.

In this regard, the requirements for marketplace operators in Uzbekistan—such as the correct generation of fiscal data, timely provision of receipts to customers, and mandatory storage of information for five years—significantly strengthen trust and reliability in the market.

Various scientific studies examine the opportunities for small producers to enter international markets through major U.S. marketplaces such as Amazon Handmade, Etsy Crafts, and the eBay Global Shipping Program (Haleem & Javaid, 2020). Most of these studies emphasize the importance of “digital inclusion” for small-scale manufacturers. In Uzbekistan, Chapter Six of the Regulation—which defines the procedure for registering entrepreneurs—strengthens the legal foundation for this process and facilitates the participation of small businesses in export activities through marketplaces.

For example, the number of Uzbek sellers offering ceramics, jewelry, textiles, and leather goods on platforms such as Etsy and Amazon Handmade has been increasing steadily each year. Related to this trend is the formal process of registration and tax compliance enshrined in the Regulation.

Literature: From scientific sources (OECD, 2022; UNCTAD, 2023) consumer protection in digital environments is one of the main elements of e-commerce systems of modernity. This is why the requirements contained in the second chapter of the Regulation relating to the proper provision of fiscal data guarantee buyers a genuine fiscal receipt gadget is at their disposal for its purchases in Uzbekistan. This, in turn, facilitates essential mechanisms such as:

- a. refunds;
- b. product exchanges;
- c. warranty claims.

As a result, the consumer trust index in Uzbekistan’s e-commerce sector has been increasing, contributing to the stable growth of digital trade.

Chapters Four and Five of the Regulation define the procedures for registering and delisting marketplaces in the State Register. This mechanism protects the market from unregulated, illegal, or high-risk platforms. International research (Kshetri, 2021) indicates that e-commerce ecosystems lacking government oversight often face challenges such as:

- a. fraud;
- b. risks in cashless payments;
- c. low service quality.

Uzbekistan’s registration system mitigates these risks and supports market stability.

The emerging legal and institutional frameworks in the field of e-commerce play a critical role in modernizing Uzbekistan’s digital trade infrastructure, strengthening transparency among market participants, and enabling local businesses to develop in line with global marketplace standards. This process supports the rapid transformation of the country’s digital economy and contributes to shaping an e-commerce ecosystem that aligns with international benchmarks.

4. Conclusion

Results from this study show that leading U.S. online marketplaces like Amazon, Walmart, eBay, Etsy, and TikTok Shop are a transformative force for the development path of Uzbekistan's e-commerce ecosystem and local business environment. With their evolving technological models, logistical solutions, and customer-oriented standards, the modernization of domestic online platforms has sped up, competition has increased, and new business opportunities for Uzbek entrepreneurs have opened up.

For more than one year, the practices of the global marketplace are integrated into the digital economy of Uzbekistan, as a result of which for small and medium-sized enterprises new channels for direct and/or indirect export have appeared. Participation in such platforms as Amazon, Etsy and eBay has helped to enhance the international visibility of products produced in Uzbekistan and expand the range of income received by local producers of handicrafts, textiles, accessories, decorative products, and the like, as witnessed by their growing sales. This trend highlights the strategic importance of digital inclusion and cross-border e-commerce participation for developing economies.

Moreover, U.S. marketplace-driven innovations have significantly influenced consumer behavior in Uzbekistan. With greater exposure to global product assortments and higher service standards, consumers have shifted toward quality-oriented purchasing patterns and demonstrated increased trust in online shopping. The move further mirrors global digital consumption trends and will help entrench sustainable growth for the national e-commerce market.

Complementary reforms alongside these changes are critical, such as regulatory reforms. Law adoption "On E-Commerce" (O'RQ-792), and the adoption of the Regulation on electronic fiscal receipts (Resolution No. 943) have promoted transparency, enforced consumer rights, and developed institutional mechanisms in line with international best practices. Such regulations not only shield the local market from predatory players and scam sites, but also instantiate a sound ecosystem for technological and business innovation to flourish.

In short, the study finds that Uzbekistan's digital trade landscape is rapidly changing due to the convergence of global marketplace standards, a changing consumer, and a more mature regulatory framework. Further investment in fulfillment infrastructure, digital payment systems, cross-border trade facilitation and small business upskilling will be critical to help sustain this positive momentum. Strengthening cooperation with global platforms and further aligning domestic regulations with international norms will enable Uzbekistan to enhance its competitiveness and fully integrate into the global digital economy.

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