

Article

Systematizing and Characterizing Processes in Retail Enterprises of The Surkhandarya Region

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Abstract: This article examines the systematization and characterization of processes in retail outlets using the Surkhandarya region as an example. The relevance of the study is driven by intensifying market competition, rising consumer expectations for service quality, and the need to implement flexible, process-oriented management approaches. The author analyzed service levels in five large retail chains in the region using the Mystery Shopping method for the period 2024–2025. Based on an assessment of 5–20 parameters across various service areas (self-service areas, counters, vegetable departments, and checkout areas), an integrated service quality indicator—the corporate SQ Index—was determined. Leaders and losers in service quality were identified, as well as the main factors influencing customer satisfaction. The study found that the Imrat Market chain (Denau district) offers the highest level of service, while a number of other chains face staff qualification issues, low motivation, and inadequate customer service. The study concludes with proposals for improving service quality management in regional retail.

Keywords: Retail, Process-Oriented Management, Service Quality, Mystery Shopping, SQ Index, Surkhandarya Region, Service Technologies

1. Introduction

The intensification of market competition and the increasing complexity of cooperation mechanisms among economic entities have become key factors enhancing the relevance of developing and implementing modern, flexible management systems in retail enterprises[1]. In the context of dynamic market conditions, retail companies must continuously adapt their organizational structures and management approaches to remain competitive and sustainable.

This approach is based on process-oriented management, which relies on a clearly defined list of processes and requires the identification of both internal and external influencing factors[2]. These factors significantly affect the structure, organization, and core functions of the enterprise, as well as the composition and interconnection of processes within the company. Therefore, systematizing and characterizing processes in retail enterprises becomes a crucial task for improving efficiency, ensuring effective coordination, and achieving strategic objectives.

Literature Review

The analysis of macroeconomic indicators of the Surkhandarya region has been reflected in the research of various scholars. In particular, the statistical analysis of housing construction enterprises in the region has been examined in the studies of Q.T. Ibragimov [3]. The development trends of construction materials in the region were analyzed by B.E.

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To'rayev [4]. Issues related to fruit and vegetable production in the region were studied by O.A. Jo'rayev. Furthermore, a statistical analysis of the gross regional product of Surkhandarya region for the period 2010–2024 was conducted by D.I. Ismoilov.

The above-mentioned studies mainly focus on the statistical analysis of specific sectors of the regional economy. However, this article provides a comprehensive statistical analysis of the overall gross regional product of the Surkhandarya region[5].

2. Methodology

In preparing this article, the methods of observation, statistical analysis, and comparative analysis were widely applied. These methods enabled a comprehensive examination of the available data, identification of key trends and patterns, and an objective assessment of changes in macroeconomic indicators.

3. Results and Discussion

A distinctive feature of retail enterprises is the direct interaction of sales–operational staff with final consumers. This places high demands on service quality and employee qualifications within retail companies[6]. It should be emphasized that among the factors influencing customer satisfaction in retail enterprises, service quality accounts for approximately 35%, while the price–quality ratio of goods represents only 26%.

In recent years, although there has been a noticeable tendency among retail enterprises to improve customer service quality, the overall level still remains relatively low. Within the Surkhandarya region, only one retail chain – “Magnit Market” in Termez city – demonstrated an excellent level of service quality[7]. According to the evaluation results, five retail chains operating in the region – “Magnit Market” (Termez city), “Imrat Market” (Denov district), “Baraka Market” (Qumqo'rg'on district), “O'zbekim Market” (Jarqo'rg'on district), and “Zilol Market” (Termez district) – showed a good level of service performance. The intensification of competition in the retail market and the growing consumer demand for improved service encourage the use of independent tools for evaluating and monitoring service quality in order to identify the strengths and weaknesses of sales–operational staff performance[8].

In the supermarket chain “Korzinka” of the Republic of Uzbekistan, a comprehensive program aimed at improving customer service quality has been implemented. To achieve this, compliance with service standards is monitored across various categories of employees, including cashiers, department sales staff, consultants, and security personnel. The annual “Mystery Shopping” program is divided into six two-month waves[9]. During each wave, mystery shoppers visit every supermarket up to 20 times and evaluate service quality by completing questionnaires after each visit.

The survey results and reports are uploaded to the intranet within 24 hours, allowing every employee of the “Korzinka” chain to review them. Based on the conducted assessments, after each wave the management receives analytical reports, sets new objectives, and develops motivation programs as well as initiatives to improve customer service. However, none of the local retail representatives in the Surkhandarya region – including “Magnit Market” (Termez city), “Imrat Market” (Denov district), “Baraka Market” (Qumqo'rg'on district), “O'zbekim Market” (Jarqo'rg'on district), and “Zilol Market” (Termez district) – currently use the Mystery Shopping program as a method for evaluating service quality[10].

In order to study the quality of customer service provided by retail enterprises in the Surkhandarya region, we evaluated the service level of food supermarkets in the region using the Mystery Shopping program[11]. The research object included selected retail chains operating in the Surkhandarya region, namely “Magnit Market” (Termez city), “Imrat Market” (Denov district), “Baraka Market” (Qumqo'rg'on district), “O'zbekim

Market” (Jarqo’rg’on district), and “Zilol Market” (Termez district). The study was conducted during the period of 2024–2025.

A total of 67 evaluators aged 18–23 participated in the assessment process. Based on the evaluation results, specialists completed questionnaires outside the supermarket premises to assess employee performance[12].

To identify problematic areas in terms of service quality provided by different categories of employees, the research was conducted across several service zones, including:

- self-service areas (shelf sales);
- counter service (product packaging and slicing departments);
- vegetable departments;
- cash register service areas.

For each of these areas, employee performance was evaluated according to 5–20 service parameters. The assessment focused on specific employee actions in customer service, including employee behavior, appearance, greeting customers, providing консультации, professional competence, knowledge of product assortment, methods of handling objections, and closing the sale[13].

To systematize and generalize the collected data, the results were entered into a structured questionnaire. Overall, the level of service in each supermarket chain was expressed through a generalized final indicator of service quality – the corporate SQ Index, calculated by summing the total scores across all questionnaire indicators.

The study revealed that the highest service quality level was recorded in the supermarkets of “Imrat Market” (Denov district), scoring 85 out of 100 points. This indicates that the chain provides the best service quality among the major retail networks operating in the Surkhandarya region. In terms of service quality, second place was taken by “Magnit Market” (Termez city) with 73 points, while third place, with a slight difference, was occupied by “Baraka Market” (Qumqo’rg’on district) with 67 points[14].

They were followed by “O’zbekim Market” (Jarqo’rg’on district) and “Zilol Market” (Termez district) in the subsequent positions.

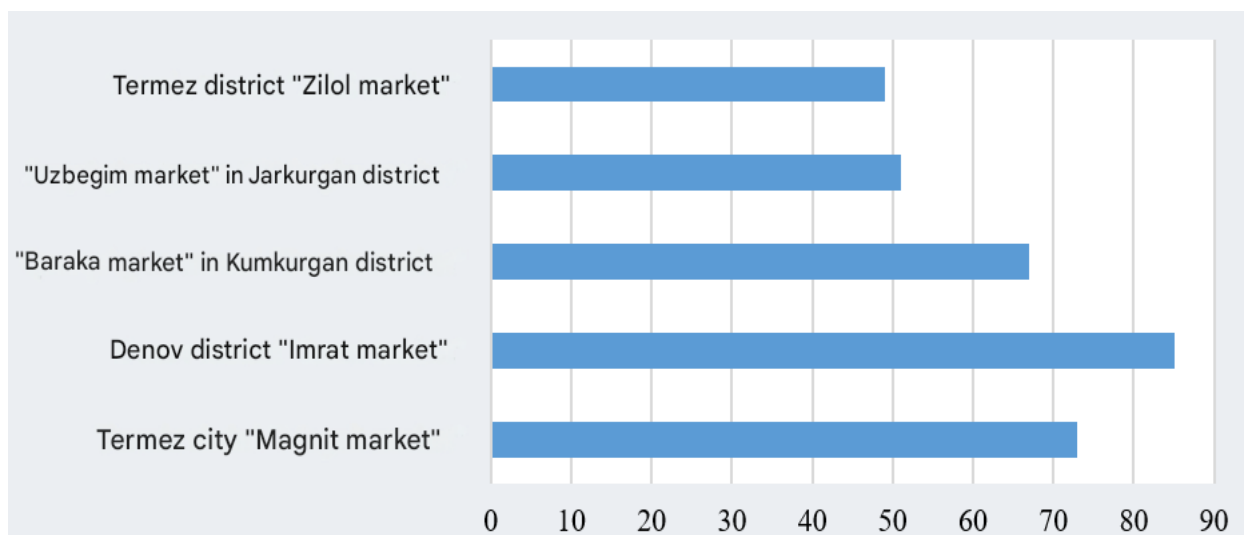


Figure 1. Overall Level of Service Quality in Retail Chains across the Surkhandarya Region, 2024–2025

As shown in Figure 1, the highest level of service quality was recorded in “Imrat Market” (Denov district). This retail chain stands out due to the implementation of

advanced service technologies, the professional culture of service personnel, and an interactive approach to customers. The high level of service quality can be explained by the effective implementation of TQM (Total Quality Management) and CRM (Customer Relationship Management) systems. The enterprise has an established system for regularly studying and responding to customer needs. In addition, the chain benefits from a wide product assortment, guaranteed product quality, efficient logistics, and uninterrupted fast checkout systems.

Second place in terms of service quality was taken by “Magnit Market” (Termez city) with 73 points. The chain is distinguished by affordable prices and fast service. According to the theory of “functional and technical service quality,” although the retail chain demonstrates technical efficiency (cleanliness, speed, automation), it has certain shortcomings in personal customer interaction[15]. However, by expanding interactive communication with customers and strengthening loyalty programs, the service level could be improved in 2025.

In third place is “Baraka Market” (Qumqo’rg’on district). Its main advantage lies in offering products tailored to the needs of the local population. According to the “localized service quality model,” adapting services to the local market ensures competitive advantages. However, there are certain deficiencies in service speed and sales floor infrastructure.

In “O’zbegin Market” (Jarqo’rg’on district), which scored 51 points, the main problems in service quality are low staff qualifications and a limited product assortment. Based on the SERVQUAL model, which evaluates service quality across five dimensions (tangibles, reliability, responsiveness, assurance, and empathy), the indicators for tangibles and empathy were relatively low in Jarqo’rg’on. To achieve positive results, it is necessary to improve employee qualifications and modernize the design and layout of the sales floor.

Finally, “Zilol Market” (Termez district) scored 49 points. This relatively low performance is associated with weak management efficiency and insufficient staff motivation. According to the “service–profit chain” model, low internal service quality (working conditions, motivation, and training of employees) directly affects external service quality. To achieve better results, it is essential to strengthen the HR management system, enhance employee motivation, and regularly analyze customer feedback.

4. Conclusion

The conclusion is drawn regarding the need to implement systematic service quality monitoring in the region’s retail chains, including the “Mystery Shopper” method, as well as to improve HR policies, employee motivation, and the use of customer-focused technologies. The proposed measures are aimed at enhancing the competitiveness of regional retailers and achieving strategic sustainable development goals.

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