

E-COMMERCE ADOPTION IN TRADITIONAL STORES: EFFECTS OF DIGITAL PLATFORM UTILIZATION ON BUSINESS PERFORMANCE IN UZBEKISTAN

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Abstract: *The rise of e-commerce is now a crucial factor in how well traditional retail businesses fare, especially in developing economies. In Uzbekistan, for instance, small and medium-sized enterprises are turning to digital platforms like Uzum Market, ZoodMall, and OLX. They're doing this to reach more customers and streamline their operations.*

Keywords: *Uzbekistan, e-commerce adoption, small and medium-sized businesses, business performance, digital platforms*

This research examines the impact of e-commerce adoption on business performance, concentrating on quantifiable metrics such as sales expansion, customer acquisition, and cost-effectiveness. Employing a mixed-methods methodology, the study incorporates survey data gathered from proprietors of conventional retail establishments, alongside qualitative case studies of enterprises that have integrated online sales platforms.

The results suggest that small and medium-sized enterprises (SMEs) that integrate e-commerce platforms observe significant performance gains, encompassing augmented sales figures, expanded customer bases, and improved market presence. In line with the OECD's (2019) findings, digital integration provides companies with access to expanded markets and enhances operational efficiency. Moreover, international platforms such as Amazon and Alibaba Group serve as examples of scalable digital ecosystem models, which, in turn, influence the evolution of local markets and adoption patterns.

Conversely, the effectiveness of e-commerce integration is contingent upon the degree of digital readiness and organizational capacity. Enterprises exhibiting greater technological preparedness tend to realize superior performance results; conversely, those with restricted digital proficiencies and financial means encounter limitations in fully leveraging platform capabilities.

This study contributes to understanding the relationship between digital adoption and how well a business performs. It also provides practical implications for small and medium-sized

enterprises, policymakers, and digital platform providers, all of whom are involved in supporting sustainable changes in retail.