

Implementation of Crm Systems in Uzbekistan's Car Dealership Networks: New Data and Prospects

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Abstract: The article analyzes the implementation of customer relationship management (CRM) systems in Uzbekistan's car dealership networks based on current data from 2023–2025. It examines regional differences, the influence of key market players, international experience, and the role of government support in digital transformation. The results show growth in digitization in major cities, with a forecast for narrowing the gap between regions. The study emphasizes the benefits of CRM for increasing sales and customer loyalty, relying on case studies and global trends.

Key words: CRM systems, car dealership networks, Uzbekistan, digital transformation, UzAuto Motors, international experience, e-commerce, government support.



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Introduction. In recent years, Uzbekistan's automotive market has been undergoing active digitization, especially in the retail sales segment. The implementation of CRM systems is becoming a key tool for optimizing customer interactions, improving sales efficiency, and adapting to online trends. The purpose of this article is to analyze the current state of CRM implementation in Uzbekistan's car dealership networks, compare it with international experience, and assess development prospects in the context of the national strategy "Digital Uzbekistan – 2030". The study is based on an analysis of secondary sources and current data as of 2025, taking into account the geographical concentration of the market and the influence of leading companies.

Methodology. The study was conducted using the method of secondary data analysis, including a review of scientific literature, industry reports, company case studies, and official sources. Data were collected from reliable resources such as KPMG, GlobalCIO, Invoca, Zoho, and others, using web searches to update information for 2024–2025. The analysis covers market statistics (e.g., UzAuto Motors' share), CRM implementation case studies (Alliance Motors, Carsome), and global trends (online buyer behavior). To ensure relevance, search tools were used, including queries on key topics: UzAuto Motors market share, CRM statistics in the automotive sector, internet coverage in Uzbekistan. The data were synthesized qualitatively and quantitatively, with an emphasis on comparative analysis of emerging and developed markets.

Results. Application of CRM Systems in Uzbekistan's Car Dealership Business. The implementation of customer relationship management (CRM) systems in Uzbekistan's automotive

retail sector has been expanding in recent years, although the level of realization varies depending on regions and brands. The capital, Tashkent, hosts the majority of car dealerships, where the use of CRM tools is most active. According to reference data, Uzbekistan has approximately 72 car dealerships, a significant portion of which are located in Tashkent; in contrast, Samarkand has only three registered dealerships (1). This geographical concentration of the market highlights that digital customer management technologies are primarily implemented in large cities. In the capital and other major centers (Samarkand, Fergana, Namangan, etc.), official dealers actively invest in CRM systems, while their use in peripheral regions remains limited.

The market structure by brands largely determines the nature of CRM implementation. The largest player in the automotive sector, UzAuto Motors (part of the UzAutoSanoat holding), controls about 55.9% of Uzbekistan's new passenger car market as of the first half of 2025 one.uz. This company, a manufacturer and distributor of Chevrolet and Renault vehicles (formerly GM Uzbekistan), has been implementing a large-scale digital transformation project since 2019, which includes the phased introduction of an integrated ERP/CRM system, SAP S/4HANA (3). The first phase of this project—automation of UzAuto Motors' sales system based on SAP—aims to enhance operational transparency and minimize human errors (3). Thus, the leading national automaker effectively sets the tone for digitizing customer relationships in its dealership network.

Alongside UzAuto, foreign automotive brands are actively entering the country, and their official dealers also use modern CRM solutions. The Roodell Group, a multi-brand official distributor of Kia, Lada, Renault, and other brands in Uzbekistan, requires its employees to be proficient in CRM systems (4), indicating a standard: dealers of international brands integrate CRM into daily business processes, often adhering to their manufacturers' corporate standards. Additionally, many local dealerships, including importers of Chinese and other foreign cars, are adopting cloud-based SaaS CRM systems popular in the CIS market (e.g., amoCRM, 1C-Bitrix24, etc.). A notable case is Alliance Motors, an official importer that implemented the amoCRM system with support from a local integrator, resulting in approximately a 20% increase in sales and a ~30% rise in the customer loyalty index (5). In this example, process digitization (configuring sales funnels, unifying the customer database, and enabling multi-channel communications) fully automated sales and increased the conversion of incoming inquiries by 17% (5). Thus, although the available analytics on CRM application in Uzbekistan is fragmented, it points to tangible benefits for dealerships that digitize customer relationship management.

The impact of CRM implementation is evident in improved dealer performance metrics. Beyond direct sales growth, results include faster request processing, more precise customer journey tracking throughout the sales cycle (from lead to after-sales service), and increased customer satisfaction. Successful cases (UzAuto Motors, Alliance Motors, etc.) set precedents for other market players. Overall, while CRM system implementation in Uzbekistan's car dealership networks is not yet widespread, the trend is clear: the largest and most progressive companies in the sector are already using these systems, and their experience is gradually spreading to regional dealers and smaller brand dealers. It can be forecasted that in the coming years, the gap between Tashkent and other regions in the digitization of car sales will narrow as technologies become more affordable and local expertise accumulates.

International Experience in Implementing CRM in Car Dealership Networks. Global automotive retail practices demonstrate that CRM systems have long been an integral part of dealership businesses in developed countries. In the USA, Germany, Japan, and other industrially advanced economies, nearly all official dealerships use specialized CRM modules, often integrated with Dealer Management Systems (DMS) and online car sales platforms. This is driven by high competition and the need to retain customers in saturated markets. For instance, industry research indicates that about 95% of car buyers begin their search and information gathering online (via websites, search engines, and online aggregators)—twice as many consumers prefer

exploring options online before visiting a dealership (6). In this context, dealerships in the USA and Europe must actively engage with digital channels: processing online inquiries, maintaining databases of potential customers, and building personalized communications. CRM platforms enable the aggregation of all interactions (online inquiries, phone calls, visits) and the creation of a seamless sales funnel, significantly boosting efficiency. One study notes that dealerships using CRM programs achieve, on average, a 25% increase in sales revenue compared to those without (7). Moreover, CRM adoption enhances staff productivity (e.g., through automation of routine tasks, reminders, and scripts), improves customer satisfaction metrics, and strengthens customer retention in service operations. Experts estimate that comprehensive CRM implementation can increase the overall productivity of a dealership's sales department by approximately 30% (8).

A key aspect of international experience is the focus on long-term customer relationships. In Japanese and German dealership networks, CRM systems are used not only to boost immediate sales but also to compile detailed service histories for each customer, predict needs (e.g., timely offers for service promotions or trade-in programs), and enhance brand loyalty. International car sales experience shows that qualitative service efficiency metrics—such as a customer's willingness to return to the same dealer, entrust them with vehicle servicing, and recommend the company to others—are now prioritized (9). Dealerships in the USA and Europe invest in Customer Satisfaction Index (CSI) programs, actively measuring satisfaction, response times to inquiries, and repeat purchase rates. These metrics are directly tied to CRM use, as the latter enables systematic tracking of customer requests, timely responses, and personalized campaigns (e.g., greetings, service reminders), elevating service quality. According to the National Independent Automobile Dealers Association (NIADA), a mere 5% increase in customer satisfaction can yield up to 25% additional profit for a dealership business (9)—this empirical observation underscores the critical importance of long-term engagement, which is challenging without modern CRM tools.

The experience of developing markets similar to Uzbekistan also offers valuable lessons. In neighboring Kazakhstan, the automotive dealership and service sector has been actively digitizing in recent years, despite initially facing a shortage of local IT solutions. Kazakh dealerships and service centers have turned to foreign (including Russian) software for customer management: for example, in 2022, the Russian system “AutoDealer Online” entered the Kazakh market, designed to automate dealership and service operations (10). This indicates that even in developing infrastructures, demand for CRM and similar systems (DMS, end-to-end analytics) is growing rapidly. Many Kazakh dealerships already use popular platforms (e.g., 1C, Bitrix24, AmoCRM) for tracking sales and leads. Similar dynamics are observed elsewhere. In Southeast Asia, such as Malaysia, major automotive trade players are transitioning to e-commerce, accompanied by CRM adoption. Carsome, one of the region's largest online used-car retailers, reports that digitizing processes with a cloud-based CRM system saved up to 100 man-hours per week and significantly improved business manageability (11). This confirms that even in markets where traditional dealership businesses were less tech-driven, modern digital solutions are quickly becoming a competitive factor. Overall, in both Kazakhstan and Malaysia, government policies support digitization through tax incentives for the IT sector, the creation of tech parks, and technology transfer encouragement, easing dealers' transition to new customer management systems.

In summary, international experience shows that CRM systems are an industry standard in developed countries' dealership networks, ensuring holistic sales and service management, while in emerging markets, they are rapidly becoming a prerequisite for efficiency. For Uzbekistan's automotive retail, this implies that adopting best global practices (maintaining a unified customer database, omnichannel communications, and customer experience analytics) will be key to successful competition both domestically and regionally in Central Asia.

Digital Transformation of Automotive Retail in Uzbekistan: Trends and Support. The active adoption of CRM systems in car dealerships is part of a broader digital transformation agenda in Uzbekistan's economy. In recent years, the country's leadership has been implementing the "Digital Uzbekistan – 2030" strategy, aimed at comprehensively developing the digital economy and integrating modern ICT across all sectors (3). Within this strategy, over 220 priority projects have been approved, including the development of the national software market, the establishment of IT parks in all regions, and the training of qualified personnel for the digital economy (3). The automotive industry has not been left behind: as noted earlier, the largest automotive holding, UzAutoSanoat, has been digitizing its operations, including its dealership network, since 2019 through the implementation of an ERP/CRM system, SAP (3). Notably, to ensure the success of this transformation, UzAutoSanoat, in collaboration with the Turin Polytechnic University in Tashkent and the SAP University Alliance, launched an educational program focused on training specialists in digital technologies for the automotive industry (3). Such initiatives help build local expertise to support CRM projects and other IT innovations in the sector.

The government encourages business digitization through favorable conditions and incentives. Specifically, residents of IT Park Uzbekistan benefit from a wide range of tax and customs privileges (12). Since 2019, the country has operated an IT park that grants registered IT companies (including CRM developers and integrators) exemptions from certain taxes and customs duties on equipment, software, and materials for ICT projects (12). Additionally, telecom operators and providers developing infrastructure in remote areas receive concessions (e.g., reduced excise taxes on mobile services) (12). These measures indirectly facilitate the expansion of digital services nationwide, including opportunities for using cloud-based CRM systems in regions, thanks to improved internet connectivity. By the end of 2019, broadband mobile internet was available to approximately 70% of the population (13), and by 2023, the share of internet users reached ~89% of the country's residents [tradingeconomics.com](https://tradingeconomics.com/uzbekistan/internet-users). Increased connectivity coverage and quality make the adoption of centralized CRM platforms in dealership networks more feasible, enabling branches in different regions to connect to a unified cloud-based customer service system.

Beyond general conditions, there are direct initiatives to support the digitization of small and medium-sized enterprises (SMEs), which constitute a significant portion of automotive service and trading businesses. In June 2024, Uzbekistan announced a new phase of the global Mastercard Strive program, implemented with the participation of the international nonprofit Accion and the local fintech startup MayaSoft. The program aims to digitize sales and accounting processes for 12,000 small businesses (including traders and dealers) using the modern digital POS solution MARTA (15). Essentially, these businesses are offered a platform for online sales accounting integrated with access to financial services (e.g., instant revenue receipt, sales analytics tools). This initiative, supported by the Mastercard Center for Inclusive Growth, demonstrates a commitment to involving small businesses in the digital economy and directly impacts the auto parts, auto services, and small dealer segments, enabling better customer base and financial management. Additionally, the government is developing or implementing programs for subsidized loans and grants for acquiring IT solutions for businesses. Analytical recommendations (e.g., UNDP) highlight the need for targeted tax incentives and grants for companies investing in digital transformation (16). There is already a noticeable rise in local IT startups and solutions for trade automation, some of which target the automotive market (e.g., online test-drive booking services, ad aggregators, and dealer website modules), often offering integration with popular CRMs.

The digital transformation of Uzbekistan's The user has provided a Russian article and asked to translate it to English. The article is about implementing CRM systems in Uzbekistan's car dealership networks.

My response style is as an AI programming mentor, but the query is about translating an article, not programming. The style is "Ты — ИИ-наставник по программированию...", which means "You are an AI programming mentor...". This seems mismatched. Perhaps it's a mistake, or I need to adapt.

Looking at the system prompt, it says: "Response Style: - The user has specified the following preference for your response style: [long text about programming mentor]."

But the query is not about programming; it's about translating an article. I need to respond in that style, but it doesn't fit. The style is for programming, but the query is translation.

The query is: "переведи эту статью на английский язык" which means "translate this article to English language".

I should just translate it, but incorporate the style if possible. But the style is for programming teaching, which doesn't apply here. Perhaps this is a test or something. The system prompt says "Apply this style consistently to all your responses." But translating an article isn't programming. Maybe I need to treat it as is. First, I need to translate the article accurately.

The article has sections: Annotation, Key words, Introduction, Methodology, Results (with subsections), Discussion, Conclusion, References.

There are some places where citations are like (1), and some with websites like one.uz, tradingeconomics.com, statista.com – these seem like placeholders for citations.

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Thus, government support, improved digital infrastructure, and new market initiatives collectively create conditions for accelerated digitization of car dealership networks. Uzbekistan’s automotive retail is gradually transforming from traditional business methods to data- and technology-driven models. CRM systems play a pivotal role in this transformation, providing the necessary tools for competitiveness in the new digital landscape. It can be expected that in the near future, the combination of academic knowledge gained through local training programs and practical cases of successful CRM implementation will drive the adoption of these systems even among medium and small dealerships across the country. Ultimately, this will enhance dealership efficiency, improve customer service quality, and integrate Uzbekistan’s automotive retail into global digital trends.

Conclusion. The implementation of CRM in Uzbekistan's car dealership networks is key to competitiveness, with forecasted growth thanks to government strategy and global trends. It is recommended to expand training and subsidies for SMEs. Further research should focus on quantitative analysis of ROI from CRM in regions.

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