CENTRAL ASIAN JOURNAL OF INNOVATIONS ON TOURISM MANAGEMENT AND FINANCE

https://cajitmf.centralasianstudies.org/index.php/CAJITMF

Volume: 06 Issue: 03 | July 2025 ISSN: 2660-454X

Article

The Role of Innovative Outsourcing Services in World Experience and The Possibilities of Their Application in The National Context

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Abstract: The article examines international experience in implementing innovative outsourcing, its impact on global business processes and the possibilities of application in the context of Uzbekistan. Based on the analysis of cases in the USA, EU countries, China and India, key models of interaction between clients and providers are identified. Global trends are considered, including ESG, digital transformation and co-outsourcing , and recommendations for localizing best practices are offered.

Keywords: Innovative Outsourcing, Digital Transformation, Export of Services, Co-Outsourcing, Outsourcing in Uzbekistan

1. Introduction

In the context of today's rapid technological development, innovative outsourcing has become one of the main tools for adapting the business environment to the challenges of globalization, digitalization and changes in the employment structure. In some countries, this mechanism was introduced as a response to the shortage of domestic resources, while in others it is being formed within the framework of national strategies for stimulating the export of services, attracting investment and creating innovative ecosystems. Global practice shows a high degree of diversity in innovative outsourcing models, which is due to differences in the level of digital maturity, institutional environment, nature of market relations and access to highly qualified personnel. Some countries rely on government provision of IT services on demand, while others focus on developing unique digital solutions with high added value.

It is interesting to study which structural, organizational and technological approaches are most effective in different countries, how the relationship between the client and the supplier is built, which business sectors are most often outsourced and what lessons can be useful for countries with a developing outsourcing ecosystem, including Uzbekistan.

The article presents general and analytical information on technological solutions, business models and institutional conditions that contribute to the successful implementation of innovative outsourcing in the global economy.

For a more complete analysis of the global experience of innovative outsourcing, let us consider the general figures for the state of the global innovative outsourcing market in 2020-2025.

Citation: Tojibaev, O. The Role of Innovative Outsourcing Services in World Experience and The Possibilities of Their Application in The National Context. Central Asian Journal of Innovations on Tourism Management and Finance 2024, 6(4), 1356-1362.

Received: 30th Jun 2025
Revised: 08th Jul 2025
Accepted: 26th Jul 2025
Published: 11th Aug 2025

Table 1. Global Innovative Outsourcing Market Overview (2020–2025).

Years	Total market (IT+BPO), $ billion	IT outsourcing billion $	BPO billion $
2020	-	-	232.3
2021		245.9	-
2022		261.9	261.9
2023		471.0	315.2
2024	672.7	744.6	302.6
2025	854.6	651.5	340.9

The table shows that the total market size in 2024 was $672.7 billion, and by the end of 2025, this figure is projected to reach $854.6 billion. Within this market structure, we see a steady growth in IT outsourcing and business process outsourcing (BPO), with IT outsourcing becoming a significant part of the market. This is also clearly visible in the chart below.

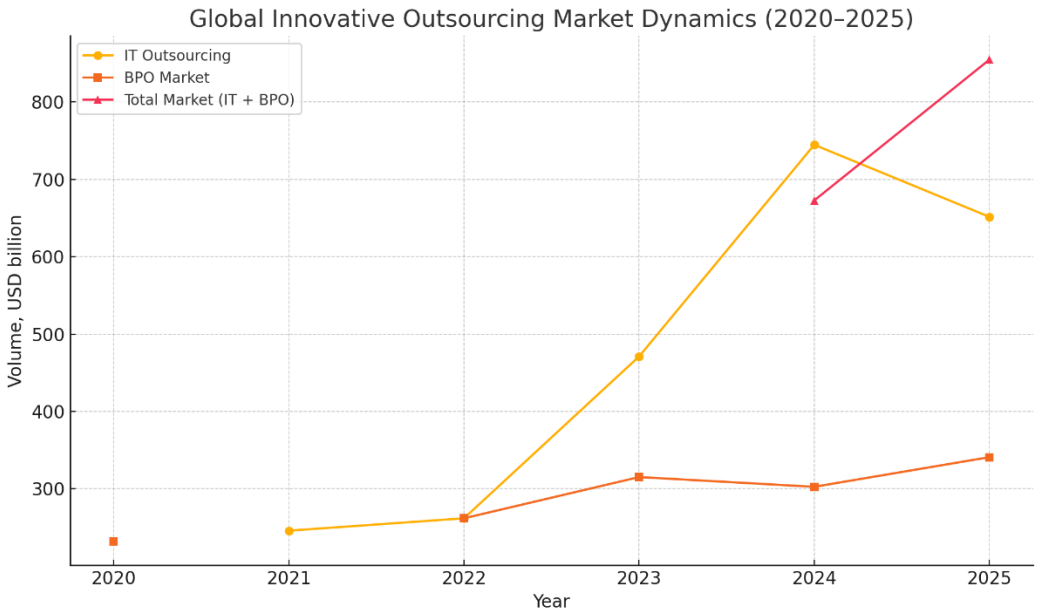

Figure 1. Global Innovative Outsousrcing Market Dynamics (2020-2025).

Innovative outsourcing is not limited to the transfer of routine processes to external providers, but also includes the transfer of intellectually demanding and high-tech processes . Technological functions that require intellectual potential and are highly complex include the creation and support of IT products, the analysis of large volumes of data (Big Data), the design of digital platforms, machine learning and artificial intelligence, the management of digital supply chains, the creation of user interfaces (UI/UX), as well as cybersecurity as a service (Security-as-a-Service). Thus, the modern environment has led to the emergence of such outsourcing directions as innovative and cooperative.

As part of the study of global experience, global trends in innovative outsourcing were identified (trends affecting various aspects of life, economics, culture and technology). Below we present these trends in the form of an analytical table.

Table 2. Global Trends in Innovative Outsourcing.

Trends	Composition and action
Digital transformation	More than 70% of global companies outsource digital functions, including AI, cloud solutions and DevOps practices.

Transition to Value-based (value-based) models	Customers demand not only service, but also key performance indicators, innovation and problem solving.
The rise of distributed employment	Remote work and flexible contracts are also expanding outsourcing opportunities for new professions such as designers, data scientists and programmers.
Outsourcing as an element of ESG (environmental, social and corporate governance)	Many companies are moving towards processes that ensure environmental friendliness and sustainability within the framework of SDG and ESG policies.

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If we dwell on the analytical data in the table above in more detail, we should consider in more detail the global trends that show the modern appearance of innovative outsourcing, which is expressed not only in technological terms, but also in complex changes in the logic and sequence of interactions between the customer and the contractor at the development stage. Unlike traditional models that focused on standard operations to reduce costs, modern outsourcing strategies have become part of the long-term innovative development of companies and the industry as a whole. At the same time, one of the most significant global trends in innovative outsourcing is the tendency to shift attention from cost savings to innovative values , which means that if earlier the main motive for outsourcing was savings (especially in terms of personnel and infrastructure), today the main factor is the timely implementation of innovations. The client is looking for not only an external contractor, but also a technology partner capable of implementing new ideas, solutions and methods. This is especially true in industries where the speed of innovation is important - IT, FinTex, marketing, telecommunications. In line with this global trend, we consider the trend of increasing demand for high-tech outsourcing (High-End ITO) . The share of outsourcing related to the development of artificial intelligence, big data analytics, blockchain, DevOps practices, cloud architecture and cybersecurity is increasing worldwide. This is especially noticeable in the USA, Israel and the European Union, where companies outsource complex scientific processes that require high qualifications. Another global trend that we considered in general terms is the trend of expanding the range of outsourcing functions . If in the 2000s the main emphasis was on IT support, accounting and call centers, today outsourcing functions have expanded and include analytics, marketing, UX/UI design, digital product creation, hypothesis testing and even R&D processes. In this case, we are witnessing the emergence of a new concept of “innovative hamoutsourcing”, which involves not only the publisher as an executor, but also cooperation. Continuing to analyze global trends, we will focus on the trend of geographical redistribution of resources, which reflects the globalization of the world. Many companies prefer to move from the “one outsourcer in one country” model to the model of globally distributed teams. For example, development is created in Poland, testing is carried out in the Philippines, user interface design is developed in Brazil, and strategic management is in the USA. This increases the sustainability and risk resilience of

the business, especially in the context of political and economic instability in certain regions. As part of the focus on environmental and social processes, there is a tendency to integrate ESG and sustainability into outsourcing costs . Many large corporations in the European Union and the USA have included environmental, social and corporate sustainability in their criteria for selecting outsourcing partners. This requires contractors to comply with environmental standards, ensure social responsibility, transparency and confidentiality of personal data. The impact of the COVID-19 pandemic and the trend towards remote work . As we all know, the pandemic period has accelerated the mass informatization of business, and as a result, the demand for outsourcing has increased many times over compared to the pre-COVID period. Companies that had not previously resorted to it began to actively transfer tasks from HR to customer base management, which are performed remotely, to external providers. This, in turn, led to the expansion of the market, mainly in regions of the country with cheap labor, and an increase in the number of small outsourcing providers. As a result of the acceleration of many repetitive processes, another trend has emerged - the trend of process automation using RPA and AI. Instead of hundreds and even thousands of repetitive and tedious processes performed by alternative systems, innovative outsourcing has simplified processes using robotics (RPA) and artificial intelligence technologies. This has led to the creation of a new hybrid model - the "human + AI" model, which involves processing certain parts of tasks using algorithms and partially performing them remotely by a team of people. At the same time, as the process of digitalization of all aspects is underway, there is a tendency to increase the requirements for security and privacy , including information security. As is known, the risk of cyber attacks and data leaks increases as the volume of digital data transfer increases. In response, many countries (mainly the EU and the US) are introducing new regulations (GDPR, HIPAA, ISO 27001, etc.) that require outsourcing providers to comply with strict standards. This leads to an increase in demand for cybersecurity and outsourcing service providers certified to international standards.

Thus, global trends in the field of innovative outsourcing indicate a profound change in its role in the global economy. It is increasingly perceived as a mechanism for the joint creation of more innovations associated with the simple transfer of fewer functions. For emerging market countries such as Uzbekistan, this opens up new opportunities for the adaptation of international best practices, the formation of a competitive export model, and the stimulation of the digitalization of small and medium businesses.

Statistical data confirms that the main drivers of the global innovation market are Asian countries, especially China, India, and Southeast Asian countries, especially Singapore. This means that Uzbekistan has the opportunity to join this global chain.

Studying the best international practices in implementing innovative outsourcing, especially state support for the digital economy, small businesses and IT infrastructure, is relevant for the rapidly developing Uzbekistan. However, simply copying foreign models is not always effective - it is important to take into account national characteristics, institutional maturity and market readiness. From this point of view, the task of adapting international experience is to competently localize best practices taking into account the real conditions of the country.

In order to apply international experience in practice, it is necessary to study the existing potential in the field of innovative outsourcing in Uzbekistan. Uzbekistan has a number of strategic advantages that create the necessary conditions for the successful adaptation of international experience. These advantages geographical location - the ability to work with Europe and Asia (especially in the field of IT and BPO services), young and technologically active population - more than 60% of the population is made up of young people under 30 years of age.

Active development of the IT sector through such institutions as IT Park, Digital City, Technopark, Mirzo Ulugbek Innovation Center.

Government initiatives include the Digital Uzbekistan 2030 program, support for startups, and tax incentives for IT companies.

In the following sections of this research work, we will consider the following strategic advantages in relation to each other and consider methods for their effective and rational use in the organization and development of innovative outsourcing. As a result and effect of the socio-economic, financial-economic and regulatory reforms implemented and being implemented in Uzbekistan, the following examples of the first steps in the formation of an ecosystem of regional outsourcing and IT services can be given.

Table 3. Initial Steps in Developing the Regional Outsourcing and IT Services Ecosystem in Uzbekistan.

Initiator/Organizer	Function and importance
Park dogs Uzbekistan i	Tax incentives and export support provided Technopark
" MyID ", "EPGU" and others .	Developing digital government services with local community participation
Startup accelerator	Support for young teams and outsourcing solutions
Uzinfocom, Technopark	Authority in the field of public and private IT
IT studios and freelancers	Digital Solutions for Small Businesses through Outsourcing

The business processes in Uzbekistan that we all observe show that the formation of the outsourcing ecosystem is at an early stage. However, already at this stage, we can clearly identify a number of initiatives and institutions that will serve as the basis for large-scale development of innovative outsourcing in the future. These initiatives reflect the state's desire to digitalize the economy, support small businesses, and stimulate export potential in the field of intellectual services.

2. Materials and Methods

This study employs a comparative and analytical methodology aimed at evaluating international models of innovative outsourcing and assessing their adaptability to the economic context of Uzbekistan. The research is grounded in secondary data collected from global consulting reports (Deloitte, McKinsey, Gartner), statistical platforms (Statista, World Bank, OECD), and official national sources such as the Ministry of Digital Technologies of Uzbekistan and IT-Park Uzbekistan. A series of case studies was conducted, focusing on successful outsourcing strategies in the United States, the European Union (Germany, Poland, Estonia), and Asia (India, China, Singapore). These cases were analyzed based on outsourcing types (ITO, BPO, R&D), SME involvement, technological sophistication, and institutional support mechanisms. The study also applies a cross-country comparative framework to examine differences in digital infrastructure, labor force capacity, and regulatory environments. A SWOT analysis and institutional review were used to assess the feasibility of implementing selected practices in Uzbekistan. To support the findings, the research integrates visual tools such as trend graphs, tables, and comparative diagrams reflecting global outsourcing data for the period 2020–2025.

3. Results

The study revealed that innovative outsourcing has become a strategic tool for digital transformation in both developed and emerging economies. Countries such as the United States, India, Poland, China, and Estonia have successfully institutionalized outsourcing models adapted to their national priorities. The analysis showed that India leads in IT and BPO outsourcing with exports exceeding $150 billion, while China dominates in

manufacturing-related outsourcing and is actively expanding its cloud and AI-based services, with Alibaba Cloud reaching $11.5 billion in outsourced digital services by 2024.

In Europe, Poland has emerged as a nearshore outsourcing hub for the EU, with over 300,000 IT specialists and an outsourcing market exceeding $24 billion, supported by government incentives and tech parks. Estonia has leveraged public-private partnerships to export digital governance platforms, while Germany integrates outsourcing into high-tech industrial ecosystems.

Comparative data from 2020 to 2025 show steady global growth in outsourcing:

1. Global IT outsourcing increased from $245.9 billion (2021) to a projected $744.6 billion (2024);
2. BPO services rose from $232.3 billion (2020) to $340.9 billion (2025);
3. The total outsourcing market is expected to reach $854.6 billion by 2025.

In the case of Uzbekistan, the study found early-stage development of an outsourcing ecosystem. Initiatives like IT-Park Uzbekistan, Uzinfocom, and regional tech hubs provide foundational infrastructure. Export of IT services surpassed $300 million in 2023, and over 1500 companies are currently IT-Park residents. However, challenges such as limited human capital, legal gaps, and low SME digital readiness remain significant barriers.

The SWOT analysis indicated that while Uzbekistan has strong geographic positioning and government support, it must address internal constraints to successfully adopt and localize international outsourcing models.

4. Discussion

The analysis of international experience has demonstrated that innovative outsourcing is no longer limited to cost reduction strategies, but has evolved into a key component of digital transformation and competitive advantage for businesses of all sizes. Countries like India and China have built scalable ecosystems that leverage abundant human resources and supportive regulatory frameworks to dominate IT and BPO markets. In contrast, countries such as Estonia and Poland have focused on high-value-added services, digital governance, and integration with the EU market, showing that even smaller economies can become regional outsourcing leaders through targeted policies and innovation support.

The case studies confirm that the success of national outsourcing models depends on several interrelated factors: a skilled workforce, access to technology, institutional support (such as tax incentives and technology parks), and robust digital infrastructure. These findings are especially relevant for Uzbekistan, which is currently at the early stage of forming its outsourcing ecosystem. Initiatives such as IT-Park Uzbekistan, regional digital hubs, and programs like “One Million Uzbek Coders” signal a growing political will and societal interest in developing the digital economy.

However, challenges remain. Limited availability of highly qualified IT professionals, lack of standardized contracts, underdeveloped data protection regulations, and low digital maturity among SMEs hinder the broader adoption of outsourcing models. Moreover, the current outsourcing activities are fragmented, with few established export-oriented providers and limited international visibility.

Despite these constraints, Uzbekistan has several opportunities to adapt global best practices. The country can benefit from the modular implementation of outsourcing models, starting with public-private partnerships in digital services and export-focused pilot projects in the IT sector. By combining elements of India’s scalability, Estonia’s e-governance framework, and Poland’s nearshore outsourcing policies, Uzbekistan can build a hybrid model tailored to its economic and institutional context.

To move forward, it is critical to establish a regulatory framework that ensures transparency and security in outsourcing contracts, promote workforce upskilling, and

support collaboration between SMEs and service providers through digital platforms. In doing so, Uzbekistan can position itself as a competitive participant in the global outsourcing economy, particularly in areas such as IT services, data analytics, cloud computing, and public sector digitization.

5. Conclusion

The business processes in Uzbekistan that we all observe show that the formation of the outsourcing ecosystem is at an early stage. However, already at this stage, we can clearly identify a number of initiatives and institutions that will serve as the basis for large-scale development of innovative outsourcing in the future. These initiatives reflect the state's desire to digitalize the economy, support small businesses, and stimulate export potential in the field of intellectual services.

All of the above cases prove that innovative outsourcing can become a source of technological sovereignty and export sustainability of the state, if it is reasonably supported by the state and specialists are trained at the proper level.

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