



## STRATEGIC MANAGEMENT OF THE SUSTAINABLE DEVELOPMENT OF INDUSTRIAL ENTERPRISES IN THE CONTEXT OF DIGITALIZATION

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***Abstract** This article analyzes the issues of ensuring the sustainable development of industrial enterprises in the context of digitalization. The study employs economic analysis and comparative methods to examine trends in digitalization and strategic management methods of industrial enterprises. By comparing foreign experiences, recommendations have been developed for effectively managing the digitalization process in Uzbekistan's industrial enterprises. The article utilizes statistical data and graphical information from the period 2020-2025.*

***Keywords:** Digitalization, industrial enterprises, sustainable development, strategic management, innovation, economic efficiency, investment, technological modernization, economic analysis.*

### **Introduction**

Today, countries worldwide are implementing innovative approaches in the management of industrial enterprises to ensure sustainable economic growth. The digitalization process plays a crucial role in enhancing the efficiency of industrial enterprises, ensuring financial stability, and strengthening the global competitiveness of national economies. In Uzbekistan, accelerating digitalization processes is considered one of the key priorities for ensuring the sustainable development of industrial enterprises.

As a result of recent reforms in Uzbekistan's industrial sector, digitalization is progressing rapidly. Table 1 presents data on the number of active industrial enterprises and their growth dynamics across different regions of Uzbekistan.

No	Region	Active Industrial Enterprises	Newly Established Enterprises
1	Fergana	11,058	1,965
2	Samarkand	8,854	1,642
3	Kashkadarya	5,605	1,641
4	Namangan	7,888	1,497
5	Tashkent City	16,779	1,564
6	Tashkent Region	9,998	1,317
7	Khorezm	4,794	1,187
8	Andijan	9,887	1,062
9	Navoi	3,985	962
10	Jizzakh	4,080	867
11	Karakalpakstan	3,633	853
12	Surkhandarya	4,853	679
13	Bukhara	5,089	652
14	Sirdarya	2,302	320

**Table 1: Number of Newly Established Industrial Enterprises by Region in Uzbekistan**

### Methodology

The study employs economic analysis and comparative methods. Trends in the digitalization of industrial enterprises were examined based on statistical data, and strategic management methods were analyzed. By comparing foreign experiences, recommendations were developed to effectively manage the digitalization process in Uzbekistan’s industrial enterprises.

### Results

The digitalization process in Uzbekistan’s industrial enterprises is being implemented in stages. Research findings indicate that the highest level of innovation activity is observed in the manufacturing sector. Table 2 presents data on the innovation activity of industrial enterprises in Uzbekistan from 2020 to 2024.

Innovation Indicators	Product Innovation	Management Innovation	R&D	External Knowledge	Internal Capabilities	External Capabilities
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Small Enterprises	28	14	4	7	10	4
Medium Enterprises	30	19	9	11	14	8
Large Enterprises	32	22	15	13	22	13

**Table 2: Innovation Activity of Enterprises in Uzbekistan (2020-2024) (%)**

### Discussion

Digitalization serves as a key tool for enhancing the competitiveness of industrial enterprises. International experience shows that tax incentives, investment support, and the development of innovation infrastructure by the government can significantly accelerate the digitalization process.

Moreover, digital transformation in industrial enterprises increases labor productivity, reduces production costs, and facilitates the creation of innovative products. Table 3 presents data on Uzbekistan's investment program from 2021 to 2024.

### Conclusion

Based on the research findings, the following conclusions were drawn:

- The digitalization process is a key factor in ensuring the sustainable development of industrial enterprises.
- Government support in the form of tax incentives, investment facilitation, and innovation infrastructure development accelerates the digitalization process.
- Increasing the innovation activity of enterprises and accelerating technological modernization are of great importance.

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