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### DIRECTIONS FOR IMPROVING THE MECHANISM OF INNOVATIVE DEVELOPMENT OF TRADE ENTERPRISES



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**Abstract.** This scientific article examines the priority directions for improving the mechanism of innovative development of trade enterprises. The study analyzes the introduction of digital technologies, the development of e-commerce, the use of innovative management mechanisms, and the improvement of service quality in the trade sector. In addition, the factors influencing the innovative development of trade enterprises are identified, and scientific and practical recommendations aimed at increasing their economic efficiency are developed.

**Keywords:** trade enterprises, innovative development, digital economy, innovative management, e-commerce, service quality, competitiveness, economic efficiency, innovation mechanism.

**Annotatsiya.** Mazkur ilmiy maqolada savdo korxonalarini innovatsion asosda rivojlantirish mexanizmini takomillashtirishning ustuvor yo'nalishlari tadqiq etilgan. Tadqiqot davomida savdo korxonalarida raqamli texnologiyalarni joriy etish, elektron tijoratni rivojlantirish, innovatsion boshqaruv mexanizmlaridan foydalanish hamda xizmat ko'rsatish sifatini oshirish masalalari tahlil qilindi. Shuningdek, savdo korxonalarining innovatsion rivojlanishiga ta'sir etuvchi omillar aniqlanib, ularning iqtisodiy samaradorligini oshirish bo'yicha ilmiy-amaliy takliflar ishlab chiqildi.

**Kalit so'zlar:** savdo korxonalari, innovatsion rivojlanish, raqamli iqtisodiyot, innovatsion boshqaruv, elektron tijorat, xizmat ko'rsatish sifati, raqobatbardoshlik, iqtisodiy samaradorlik, innovatsion mexanizm.

**Аннотация:** В данной научной статье исследованы приоритетные направления совершенствования механизма инновационного развития торговых предприятий. В ходе исследования проанализированы вопросы внедрения цифровых технологий, развития электронной коммерции, использования инновационных механизмов управления и повышения качества обслуживания в торговой сфере. Также определены факторы, влияющие на инновационное развитие торговых предприятий, и разработаны научно-практические предложения по повышению их экономической эффективности.

**Ключевые слова:** торговые предприятия, инновационное развитие, цифровая экономика, инновационное управление, электронная коммерция, качество обслуживания, конкурентоспособность, экономическая эффективность, инновационный механизм.

### ***Introduction***

In the context of globalization and rapid digital transformation, the innovative development of trade enterprises has become one of the most important factors in ensuring sustainable economic growth and increasing competitiveness. The expansion of digital technologies, e-commerce systems, artificial intelligence, and automated management mechanisms is significantly changing the structure and operational principles of the trade sector. Modern trade enterprises are increasingly required to implement innovative management approaches, improve service quality, and adapt to continuously changing market conditions in order to maintain competitive advantages [1].

Today, innovative development is considered a strategic tool for increasing the efficiency of enterprises and ensuring long-term economic stability. According to Shaposhnykov K. and co-authors, the digital transformation of enterprises and the implementation of innovative institutional mechanisms positively affect productivity, management quality, and market competitiveness [1]. Similarly, Yemelyanov O.Yu., Oliinyk S.H., and Hasymov R.A. emphasize that innovative business development is directly connected with technological modernization and the effective use of intellectual and financial resources [2].

The trade sector occupies a significant place in the national economy of Uzbekistan, and its modernization has become one of the priority directions of state economic policy. In recent years, large-scale reforms aimed at the development of the digital economy, expansion of electronic commerce, and improvement of trade infrastructure have been implemented in the country. In particular, the Decree of the President of the Republic of Uzbekistan "On the Development Strategy of New Uzbekistan for 2022–2026" highlights the importance of introducing digital technologies and innovative management systems into trade and service enterprises [15].

The growing role of innovation in trade enterprises has intensified scientific interest in studying the mechanisms of innovative development. A number of foreign and local researchers have investigated the theoretical and practical aspects of innovative management in enterprises. But-Gusaim O.H. notes that innovative business structures play a crucial role in improving economic efficiency and adapting enterprises to changing market conditions [3]. In addition, Alazzam F.A.F. and Tubishat B. underline the importance of e-commerce and digital platforms in ensuring business security and enhancing operational effectiveness [4].

Uzbek scholars have also made significant contributions to the study of innovative development mechanisms in trade enterprises. In particular, Maxmatqulov G. analyzed the econometric modeling of innovative activities in trade enterprises and proved that innovation significantly affects sales growth and service efficiency [12]. Qo'ldoshev Sh. and Axmedov N. studied innovative management methods in the digital economy and concluded that the implementation of CRM and ERP systems improves the competitiveness and management efficiency of trade enterprises [13].

Furthermore, Eshqulov A. and Karimov S. investigated the modernization and innovative development of trade services, emphasizing the role of logistics systems, digital marketing, and customer-oriented management in increasing service quality [14].

Musayeva Sh.A. also highlighted the strategic importance of innovation development and modern management approaches in enterprise activities [5].

Despite the existence of numerous scientific studies devoted to innovative development, there is still a need to improve the organizational and economic mechanisms of innovative development in trade enterprises, especially under conditions of rapid digitalization and growing competition. In particular, issues related to the integration of innovative technologies, the development of e-commerce infrastructure, and the formation of effective innovation management systems require further comprehensive research.

Therefore, the main purpose of this study is to analyze the directions for improving the mechanism of innovative development of trade enterprises and to develop scientific and practical recommendations aimed at increasing their efficiency and competitiveness in the modern digital economy.

#### *Literature review*

The issue of innovative development of trade enterprises has become one of the most widely discussed topics in modern economic research. The rapid development of the digital economy, globalization processes, and increasing market competition require enterprises to implement innovative management mechanisms and modern technologies in order to improve efficiency and sustainability. Scientific studies show that innovation plays a decisive role in increasing competitiveness, improving service quality, and ensuring long-term economic growth of trade enterprises [1; 2].

Foreign researchers mainly study innovative development from the perspective of digital transformation, institutional modernization, and technological adaptation. In particular, Shaposhnykov K. and co-authors emphasize that digital transformation significantly affects enterprise management systems and creates favorable conditions for increasing productivity and competitiveness [1]. According to the authors, innovative development is closely connected with institutional reforms and the effective implementation of digital technologies.

Yemelyanov O.Yu., Oliinyk S.H., and Hasymov R.A. analyze the essence and criteria of innovative business development and conclude that innovation serves as a strategic instrument for strengthening market positions and improving enterprise efficiency [2]. Their research highlights the importance of integrating innovative approaches into business processes to ensure sustainable development.

But-Gusaim O.H. investigates the innovative development of business structures and states that investment activity, technological modernization, and intellectual capital are the key factors influencing innovation processes within enterprises [3]. This approach is highly relevant for trade enterprises operating in competitive market conditions.

The development of e-commerce and digital platforms is also considered an important direction of innovative development in trade enterprises. Alazzam F.A.F. and Tubishat B. studied innovative e-commerce models and noted that digital technologies improve operational efficiency, transparency, and business security [4]. Their findings demonstrate that electronic commerce significantly contributes to the modernization of trade services and customer relationship management.

Several Uzbek scholars have also contributed to the study of innovative development mechanisms in trade enterprises. Maxmatqulov G. analyzed the econometric modeling of innovative activities in trade enterprises and identified a strong relationship between innovation implementation and sales growth [12]. The author concludes that innovative technologies increase labor productivity, optimize operational costs, and improve service quality.

Qo'ldoshev Sh. and Axmedov N. examined innovative management methods in the digital economy and emphasized the importance of CRM and ERP systems in improving the efficiency of trade enterprises [13]. According to the researchers, digital management systems enable enterprises to adapt quickly to market changes and customer demands.

Eshqulov A. and Karimov S. focused on the modernization and innovative development of trade services, highlighting the significance of logistics modernization, digital marketing, and customer-oriented strategies in improving enterprise competitiveness [14]. Their research proves that innovative technologies positively influence service quality and operational performance.

Musayeva Sh.A. investigated strategic approaches to innovation development and pointed out that innovative management and technological modernization are essential for ensuring sustainable enterprise development in modern economic conditions [5]. Similarly, Otakhanov S.M. underlined the importance of innovation-oriented business activity and digitalization in increasing enterprise effectiveness [6].

In addition, Shodmanova Z.U. and Roziklov A.I. analyzed innovative development in the service sector of New Uzbekistan and concluded that digital technologies and innovative reforms are becoming major drivers of economic modernization [7]. Ogunmola G.A. also studied the role of digitization and modern management approaches in Uzbekistan's business environment and emphasized the growing importance of innovation in enterprise development [10].

### ***Research methodology***

This study is based on modern scientific approaches to analyzing and improving the mechanism of innovative development of trade enterprises. The theoretical and methodological foundations of the research were formed on the basis of scientific works devoted to innovation management, digital economy, e-commerce, and enterprise modernization.

During the research process, several general scientific and special economic methods were applied, including systematic analysis, comparative analysis, economic-statistical analysis, induction, deduction, and logical analysis. The systematic approach made it possible to comprehensively examine the factors influencing the innovative development of trade enterprises and to identify the interrelationship between digital technologies, management systems, and economic efficiency.

Comparative analysis was used to evaluate foreign and domestic experiences in innovative enterprise development. In particular, the innovative management mechanisms implemented in developed countries were compared with the current practices of trade enterprises operating in Uzbekistan. This approach allowed the identification of effective directions for improving innovation mechanisms in trade enterprises.

Economic-statistical analysis was applied to assess the dynamics of trade services, the level of digitalization, the use of e-commerce technologies, and the economic efficiency of innovative activities in enterprises. Statistical data, scientific articles, and analytical reports were used as the main sources of information.

The methods of induction and deduction were also used to generalize empirical findings and formulate scientific conclusions regarding innovative development mechanisms. In addition, grouping and logical evaluation methods were employed to classify the main factors affecting innovation processes in trade enterprises.

The reliability and validity of the research results were ensured through the use of scientific literature, modern methodological approaches, and analytical data related to innovation and digital transformation processes in the trade sector. The applied methodology made it possible to develop scientific and practical recommendations aimed at improving the mechanism of innovative development of trade enterprises under the conditions of the digital economy.

### *Analysis and results*

The conducted research shows that innovative development has become one of the key factors ensuring the sustainable growth and competitiveness of trade enterprises in the modern digital economy. In recent years, the introduction of digital technologies, e-commerce systems, automated management platforms, and innovative marketing tools has significantly transformed the operational activities of trade enterprises [1; 4].

The analysis indicates that enterprises implementing innovative management mechanisms demonstrate higher economic efficiency compared to traditionally operating enterprises. In particular, the use of CRM and ERP systems, electronic payment technologies, and digital logistics management positively influences sales growth, customer satisfaction, and operational productivity [13; 14].

**Table 1**

### **Impact of innovative technologies on the performance of trade enterprises**

| <b>Indicators</b>                | <b>Traditional Trade Enterprises</b> | <b>Innovative Trade Enterprises</b> |
|----------------------------------|--------------------------------------|-------------------------------------|
| Sales growth rate (%)            | 7–10                                 | 18–25                               |
| Customer base growth (%)         | 5–7                                  | 15–20                               |
| Share of electronic payments (%) | 35–40                                | 80–90                               |
| Service quality level            | Medium                               | High                                |
| Operational cost reduction (%)   | 3–5                                  | 12–18                               |
| Competitiveness level            | Moderate                             | High                                |

**Source:** Developed by the author based on scientific literature and analytical data [4; 12; 13].

The data presented in Table 1 demonstrate that innovative trade enterprises achieve considerably better performance indicators than traditional enterprises. The widespread

implementation of digital technologies improves the speed of business operations, enhances customer-oriented services, and reduces operational expenses.

Research findings also show that e-commerce platforms have become an important tool for expanding market opportunities and increasing trade turnover. According to Alazzam F.A.F. and Tubishat B., the integration of innovative e-commerce models strengthens business security and improves enterprise adaptability to changing market conditions [4]. This trend is especially important in the context of globalization and rapidly growing online trade activities.

At the same time, the analysis identified several problems hindering the innovative development of trade enterprises. These include insufficient financial resources for innovation projects, underdeveloped digital infrastructure, limited investment opportunities, and a shortage of qualified specialists in innovation management and digital technologies [6; 7].

Furthermore, comparative analysis of foreign experience demonstrates that developed countries actively support innovative business activities through tax incentives, digital infrastructure development, and state innovation programs [2; 10]. Such mechanisms create favorable conditions for increasing enterprise competitiveness and stimulating technological modernization.

The study also revealed that innovative development mechanisms should focus not only on technological modernization but also on improving organizational and economic management systems. In particular, the implementation of customer-oriented management approaches, digital marketing strategies, and automated logistics systems significantly increases enterprise adaptability and market stability [5; 14].

Based on the conducted analysis, the following priority directions for improving the mechanism of innovative development of trade enterprises were identified:

- accelerating digital transformation processes;
- expanding e-commerce infrastructure;
- implementing CRM and ERP management systems;
- improving digital marketing technologies;
- modernizing logistics and supply chain systems;
- increasing investment support for innovation projects;
- developing human capital and innovation-oriented personnel training.

The research results confirm that innovative development mechanisms are essential for improving the efficiency, competitiveness, and long-term sustainability of trade enterprises. The integration of digital technologies and innovative management approaches creates favorable opportunities for increasing economic performance and adapting enterprises to the requirements of the modern market economy [1; 5].

### **Conclusion and recommendations**

The conducted research confirms that innovative development has become one of the most important factors in ensuring the competitiveness and sustainable growth of trade enterprises in the modern digital economy. The study revealed that the implementation of digital technologies, innovative management systems, e-commerce platforms, and automated business processes significantly improves the operational efficiency and service quality of trade enterprises.

The analysis demonstrated that innovative enterprises achieve higher economic performance compared to traditional trade enterprises. In particular, the use of CRM and ERP systems, digital marketing tools, and electronic payment technologies contributes to sales growth, cost optimization, customer satisfaction, and market expansion. These findings indicate that innovation is not only a technological factor but also an important strategic mechanism for increasing enterprise competitiveness.

At the same time, the research identified several challenges that hinder the innovative development of trade enterprises. These include insufficient financial support for innovation projects, underdeveloped digital infrastructure, limited investment activity, and a lack of qualified personnel in the field of innovation management and digital technologies. In addition, some enterprises still face difficulties in adapting to rapidly changing market conditions and implementing modern management approaches.

Based on the results of the study, the following scientific and practical recommendations are proposed:

1. Trade enterprises should accelerate digital transformation processes and expand the use of modern information and communication technologies in business activities.
2. It is necessary to improve the infrastructure of e-commerce and electronic payment systems in order to increase market accessibility and customer convenience.
3. The implementation of CRM, ERP, and automated logistics management systems should be expanded to improve operational efficiency and customer-oriented services.
4. Government support mechanisms for innovative business activities, including tax incentives, preferential loans, grants, and innovation funds, should be strengthened.
5. Special attention should be paid to developing human capital through professional training and retraining programs in innovation management, digital technologies, and e-commerce.
6. Trade enterprises should actively apply digital marketing strategies and customer relationship management tools to strengthen competitiveness in domestic and international markets.
7. Investment activity in innovation projects should be increased through public-private partnership mechanisms and international cooperation programs.

In conclusion, improving the mechanism of innovative development of trade enterprises is essential for ensuring economic efficiency, market competitiveness, and sustainable development under the conditions of digital transformation. The effective integration of innovative technologies and modern management approaches will contribute to the long-term development of trade enterprises and the modernization of the national economy as a whole.

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