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Article

Foreign Experience in Ensuring the Economic Security of Service Sector Entities

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Abstract: This study examines foreign experience in ensuring the economic security of service sector enterprises and explores the possibilities of adapting these practices to the conditions of Uzbekistan. The research aims to identify key institutional, technological, and managerial mechanisms that enhance resilience and competitiveness of service enterprises in an increasingly globalized and risk-prone environment.A comparative and system-based methodology was applied, incorporating statistical analysis of service sector development in Uzbekistan (2010–2025) and institutional benchmarking of international models from the European Union, Japan, South Korea, and the United States. Particular attention was given to corporate governance systems, ESG-based sustainability practices, digital monitoring tools, and public–private partnership mechanisms. The findings indicate that economic security in service enterprises is increasingly shaped by integrated governance systems, digital transformation, and sustainability-oriented risk management frameworks rather than solely by traditional financial safeguards. International practices demonstrate that the adoption of ESG standards, innovation support systems, and data-driven monitoring significantly strengthens operational resilience and long-term stability. The study proposes a conceptual model of a sustainable business ecosystem that links service enterprises with government institutions, research organizations, and innovation platforms. The results suggest that contextual adaptation of foreign institutional practices can enhance economic security, reduce infrastructural and technological vulnerabilities, and support sustainable growth of Uzbekistan's service sector.

Keywords:: Economic Security, Service Sector, ESG Standards, Corporate Governance, Digital Transformation, Sustainable Business Ecosystem, Risk Management

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1. Introduction

The service sector has been one of the fastest-growing sectors of the national economy and makes up about 45–55% of GDP in most countries around the world. The implementation of economic security tools in service enterprises largely reflects Corporate Governance Charter Policies. Here state regulatory frameworks, internal audit systems, and the formation of corporate culture are in great contribution. International financial institutions also advocate for improving comprehensive risk management mechanisms in the service sector and enhancing competitiveness as priority tasks [1], [2]. In this regard for the service sector "Ensuring sustainability and economic security: sound corporate governance; better competitive conditions; innovation stimulation, systematic prevention of economic threatening mechanisms" according to World Bank.

In the Republic of Uzbekistan, the service sector has become a key driver of rapid national economic growth. The share of enterprises operating in the service sector increased from 50% in 2010 to 55.7% in 2015, 65.7% in 2020, and reached 72.0% by 2025. The sector's contribution to GDP currently amounts to 39.1%. In 2025, the volume of services provided reached 628.7 trillion UZS, reflecting a growth rate of 113.2% compared to the previous year [3]. But the distribution of service activities is still unbalanced across regions, clustered around a few major cities and populated areas, which maintain 62.1% of all services provided. Insufficient capital investment, limited scientific and technological capacity and lack of human resources led to a 3.1 percentage point decrease in the share of cities in total service provision between 2020 and 2025. As a result, the competitiveness and economic security level of service enterprises has declined.

This phenomenon, in relation to Uzbekistan's entry into the World Trade Organization (WTO), is reflected in the fact that increasing international competition on the service market gives both opportunities and threats [4]. Hence, it is crucial to establish robust management structures and risk assessment mechanisms, ensure economic protection of their institutions, recognize determinants affecting delivery models and associated critical capacity thresholds of services, deploy services within income levels, unemployment rates and poverty level—is people should start caring for the environment. Related research directions are especially timely.

According to research conducted by foreign scientists and international databases, ESG standards have a positive impact on business performance and economic stability. Companies that show strong ESG performance simply have higher levels of financial return, competitiveness and security. Integrating financial, social and environmental risk management into one overall system (Medinilla). This not only attracts investors but also organizational arrangements of economic risk management in enterprises [5]. The CSRD mandates companies, beginning in the 2024 financial year, to provide sustainability disclosures including both sectoral and financial ESG metrics as a way to further enhance corporate transparency and accountability. In EU nations, institutional frameworks tying public policy to corporate culture and digital monitoring devices fortifying economic security. The service enterprises critera were evaluated according to a "dynamic development strategy" principle, which allowed specialized ESG monitoring platforms for continuous maintenance and functional support of risk levels, competitiveness, sustainability and economic security conditions.

Japan and South Korea intertwine national policy frameworks, corporate culture, and digital surveillance systems into their security landscape. In the US, strategic service-sector (banking, IT, trade, logistics, education and health) population vulnerable to cyber threats correlates with economic security and reveals such market risks as inflation, interest rates and demand fluctuations; labor shortages (of skilled workforce); turnover in the employees of companies or their branches — as well as disruptions in value chains. According to [6], processes applied during digital transformation significantly minimize the economic risks of enterprises by providing advanced data analytics and AI-based monitoring systems. Moreover, the data protection and purposeful use of digital analytical tools become a crucial factor for boosting business sustainability.

Public–private partnerships, Green Business programs, ESg standards implementation and science-research centres/joint laboratories startup incubators support economic prosperity in service companies.

2. Material and Methods

This research relies on a comparative and system-oriented approach, which assumes the study of foreign experience in ensuring economic security at service sector enterprises and adaptation to the conditions of Uzbekistan. The methodological basis of the research is associated with a set of indicators characterized in terms of structure and dynamics, reflecting the development of the service sector from 2010 to 2025, taking into account the increase in the share of service enterprises, their contribution to GDP, as well as an increase in volume services provided. Based on this, analytical benchmarks for economic resilience and vulnerability assessment were provided by the statistical trends of service sector expansion from 50% to 72.0% since 2010, as well as recorded service output equal to 628.7 trillion UZS in the year. In addition, the inquiry offers a comparative analysis of institutional models used by countries such as European Union member states, Japan, South Korea and the US, arguing that systems of corporate governance and ESG standards in particular could be implemented to ensure digital monitoring which can also help formalize security at an economic level in service enterprises. It focuses particularly on sustainability disclosure requirements, innovation support systems and risk management practices in terms of being enablers for competitiveness and long-term stability. Simultaneously as internal determinants of economic security, structural challenges within Uzbekistan's service sector—regional service concentration, prevalence of technological limitations and human resource constraints—are scrutinized. Through this analysis, the research examines how financial, infrastructural and operational risks can be reduced by focusing on the digital transformation tools (information technology), ESG concerns and inter-institutional collaboration. The methodologising process allows to approach the general characterization: a sustainable business ecosystem with economic security, established via stage cooperative interaction of enterprises, public institutions and innovation platforms.

3. Results and Discussion

In Uzbekistan, the service sector—particularly trade, transport and logistics, ICT, banking and finance, education, and tourism—accounts for approximately 47% of GDP and continues to expand rapidly. Nevertheless, due to institutional, technological, and human resource limitations, a fully developed sustainable business ecosystem has not yet been established [7], [8].

Based on the above theoretical and empirical approaches, it is necessary to develop clear legal frameworks for ensuring economic security in service enterprises, establish practical training centers for service industries, support innovation and digital transformation through startup ecosystems, introduce green standards, strengthen social stability and public participation, and develop a conceptual model of a sustainable business ecosystem grounded in institutional cooperation (see Figure 1).

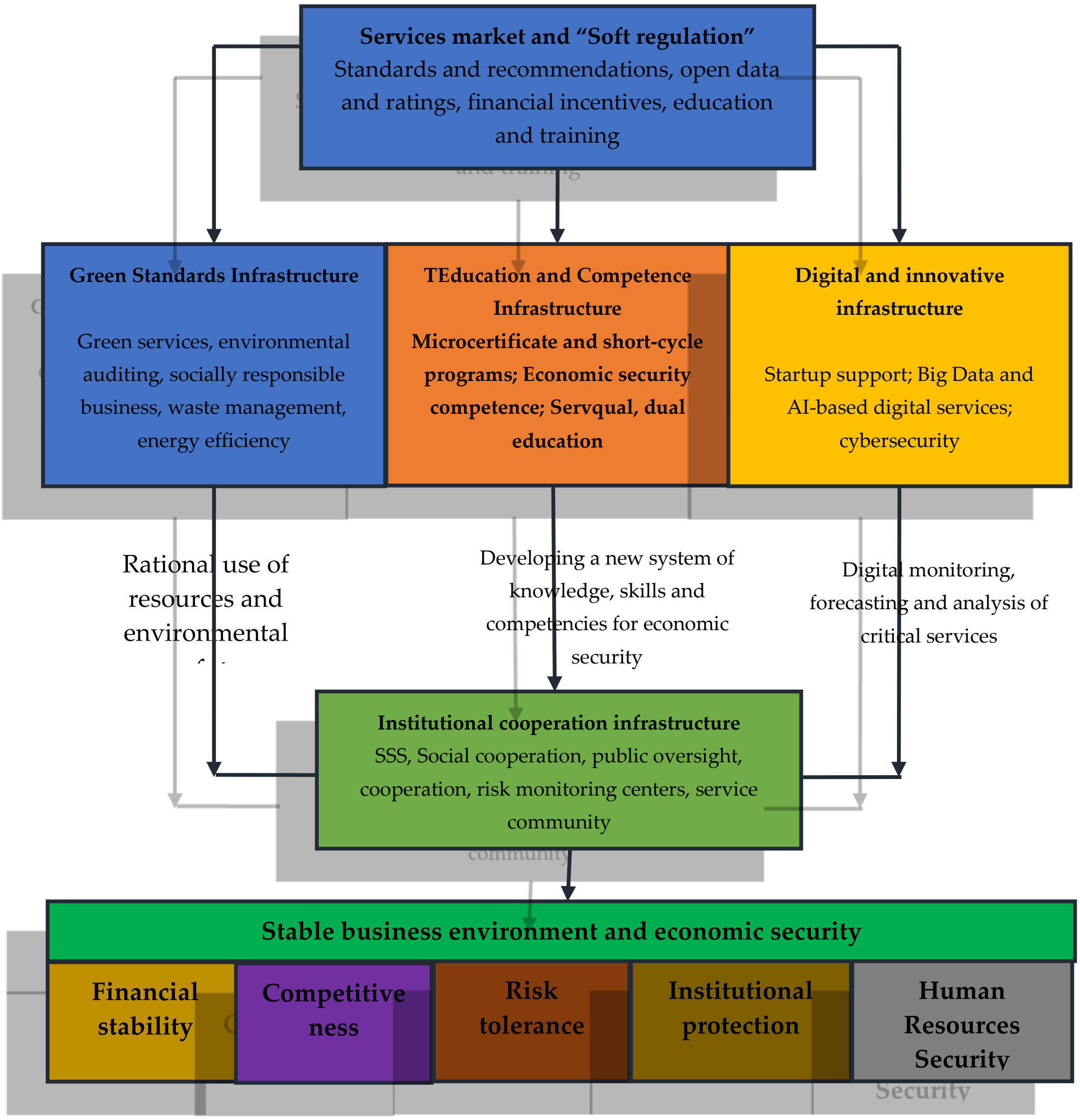

Figure 1. A sustainable business ecosystem for ensuring economic security in the service sector

This model analyzes the experiences of enterprises in Japan, South Korea, the European Union, and the United States, and identifies the possibilities for their application within Uzbekistan's practice. Based on this comparative analysis, a sustainable business ecosystem for ensuring economic security and its conceptual model have been developed [9], [10], [11].

A sustainable business ecosystem for ensuring economic security refers to an integrated system in which service enterprises operate in close cooperation with government institutions, educational and research organizations, customers, suppliers, and end consumers, thereby ensuring long-term economic, social, and environmental sustainability [12]. In our view, economic security in service enterprises is not limited to protection against financial, logistical, socio-political, or cyber risks; rather, it involves the creation and maintenance of a comprehensive sustainable business ecosystem [13], [14]. Therefore, effective cooperation between the state, the private sector, and academic institutions is of paramount importance in this direction.

International practices also underline the growing importance of digital transformation as a tool for reducing market volatility, improving operational efficiency, and enhancing resilience against external shocks. The adoption of ESG principles further contributes to long-term competitiveness by aligning financial performance with environmental and social sustainability. Therefore, adapting these approaches within Uzbekistan's context requires not direct replication but contextualized implementation based on national institutional capacity [15].

Overall, the discussion confirms that economic security in the service sector should be viewed as a systemic outcome shaped by governance quality, innovation support, and sustainable development mechanisms rather than solely by traditional financial safeguards.

4. Conclusion

It is recommended to develop national sustainability and ESG standards for ensuring economic security and long-term stability in the service sector of Uzbekistan, taking into account the CSRD requirements and international best practices, and to implement these standards across all service industries (trade, transport and logistics, ICT, banking and finance, tourism).

Introduce national digital monitoring platforms capable of conducting rapid diagnostics of financial operations, logistics chains, and digital marketing sustainability within service enterprises.

In order to ensure a sustainable business ecosystem in the service sector, it is necessary to develop a corporate security culture through continuous training programs for employees in ESG principles, sustainability, cybersecurity, and adherence to social and ethical standards in customer relations.

Establish a collaborative platform among service enterprises, government bodies, the private sector, and research centers to provide methodological and strategic support in assessing financial and environmental threats related to sustainability and economic security.

To strengthen competitiveness and technological independence in the service sector, support local startups and research centers developing innovative solutions related to ESG and digital transformation through grants, tax incentives, and other policy instruments.

Within the framework of a sustainable business ecosystem, harmonize national cybersecurity regulations with international standards to ensure the protection of customer data in banking and finance, ICT, tourism, and trade sectors.

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