

Date: 27th July-2026

**STRATEGIC STATE MANAGEMENT FOR INDUSTRIAL DEVELOPMENT: AN
INTEGRATED POLICY FRAMEWORK FROM UZBEKISTAN**

Author: **Yusupbayeva Ulmeken Kenesbaevna**

Head of Division at the WTO Department, Ministry of Investments, Industry and
Trade

Email: u.yusupbayeva@miit.uz, Phone: +998909408811

Abstract: Industrial development remains one of the primary drivers of sustainable economic growth, structural transformation, and international competitiveness. While previous studies have extensively examined industrial, investment, and trade policies as separate policy domains, relatively limited attention has been devoted to their integration within a comprehensive state management framework. This gap is particularly significant for developing and transition economies, where effective governance plays a decisive role in coordinating economic modernization and industrial transformation.

This paper proposes the **Integrated State Industrial Management Model (ISIMM)** as a strategic governance framework that combines industrial policy, investment policy, trade policy, institutional coordination, policy implementation, and performance evaluation into a coherent management system. The study employs a qualitative research design based on comparative literature analysis, institutional analysis, and the examination of international evidence from the World Bank, the World Trade Organization (WTO), the United Nations Conference on Trade and Development (UNCTAD), and the Organisation for Economic Co-operation and Development (OECD).

Using Uzbekistan as a case study, the paper demonstrates how integrated policy coordination can strengthen industrial competitiveness, attract productive foreign direct investment, diversify exports, and improve institutional effectiveness. The findings indicate that successful industrial development depends not only on economic instruments but also on the quality of strategic public management and policy coherence.

The study contributes to the business and management literature by introducing ISIMM as a conceptual framework for strategic state management and offers practical recommendations for policymakers seeking to enhance industrial development through coordinated governance mechanisms.

Keywords: Strategic state management; Industrial development; Industrial policy; Investment policy; Trade policy; Policy integration; Uzbekistan.

1. Introduction

Industrial development has long been recognized as one of the fundamental drivers of economic growth, productivity improvement, technological progress, and structural transformation. Both developed and developing countries increasingly view industrial policy not merely as a sectoral economic instrument but as a strategic component of long-term national development. In an era characterized by globalization, digital transformation,



Date: 27th July-2026

geopolitical uncertainty, and rapidly evolving global value chains, governments face growing challenges in designing coherent policy frameworks capable of supporting sustainable industrial competitiveness.

Traditional approaches to industrial development often focus on individual policy instruments such as fiscal incentives, investment promotion, export support, or infrastructure development. Although these measures remain important, their effectiveness largely depends on the ability of governments to coordinate them within an integrated governance system. Fragmented policymaking frequently results in institutional overlap, inconsistent implementation, inefficient allocation of public resources, and limited policy outcomes. Consequently, contemporary public management increasingly emphasizes policy coherence, institutional coordination, and evidence-based decision-making as prerequisites for sustainable industrial development.

Recent international experience demonstrates that successful industrial transformation requires close interaction between industrial policy, investment policy, and trade policy. Countries that have effectively coordinated these policy areas have generally achieved stronger industrial diversification, higher levels of productive foreign direct investment (FDI), greater export competitiveness, and improved integration into global value chains. At the same time, international organizations, including the World Bank, OECD, UNCTAD, and the WTO, have increasingly highlighted the importance of strategic governance, institutional quality, and policy coordination in promoting industrial development and economic resilience.

For developing and transition economies, these issues are particularly relevant. Governments are expected not only to formulate industrial strategies but also to establish governance mechanisms that ensure effective implementation, continuous monitoring, institutional learning, and policy adaptation. This managerial perspective extends beyond traditional economic policy by recognizing the central role of public institutions in coordinating complex development processes.

Uzbekistan provides an appropriate context for examining these challenges. Over the past decade, the country has implemented comprehensive economic reforms aimed at industrial modernization, improving the investment climate, expanding international trade, and accelerating integration into the global economy. These reforms have been guided by the Development Strategy of New Uzbekistan for 2022–2026 (Presidential Decree No. PF-60, 2022) and further strengthened through the Presidential Resolution No. PP-181 (2023), which accelerated Uzbekistan's accession to the World Trade Organization (WTO). Ongoing reforms associated with WTO accession, investment liberalization, institutional modernization, and export diversification have significantly increased the importance of strategic coordination among public institutions responsible for industrial development.

Despite the growing body of literature on industrial policy and economic development, relatively few studies examine industrial development through the lens of strategic state management. Existing research tends to analyze industrial policy, investment promotion, or trade policy separately, while insufficient attention has been



Date: 27th July-2026

devoted to understanding how these policy areas interact within an integrated governance framework. As a result, an important research gap remains concerning the managerial mechanisms that enable governments to coordinate industrial transformation effectively.

To address this gap, this paper proposes the **Integrated State Industrial Management Model (ISIMM)**. Unlike conventional approaches that treat industrial, investment, and trade policies as separate domains, ISIMM conceptualizes industrial development as a continuous strategic management cycle incorporating strategic planning, policy integration, institutional coordination, implementation, performance evaluation, and organizational learning. The model emphasizes that industrial competitiveness depends not only on economic resources but also on the quality of public management and institutional capacity.

The study therefore aims to develop a conceptual framework for integrated strategic state management of industrial development and to demonstrate its practical relevance using the example of Uzbekistan. The proposed model seeks to contribute to the business and management literature by offering a governance-oriented perspective on industrial development that may also be applicable to other developing and transition economies pursuing structural transformation.

2. Literature Review

Industrial development has occupied a central position in economic and management research for several decades. Classical theories primarily emphasized capital accumulation, comparative advantage, and market efficiency as the principal determinants of industrial growth. More recent studies, however, increasingly recognize that sustainable industrial development depends not only on market forces but also on the quality of public institutions, strategic governance, and policy coordination.

The concept of industrial policy has undergone significant transformation over time. Earlier approaches generally viewed industrial policy as government intervention aimed at supporting selected industries through subsidies, tariff protection, or public investment. Contemporary perspectives adopt a broader understanding, emphasizing innovation, technological upgrading, productivity growth, resilience, and integration into global value chains. According to Rodrik (2004), modern industrial policy should be understood as a process of identifying and addressing market failures while creating institutional conditions that facilitate structural transformation. Similarly, UNCTAD argues that industrial policy has regained strategic importance in response to technological change, geopolitical uncertainty, and increasing global competition.

Stiglitz (2006) similarly argues that globalization creates development opportunities only when supported by effective public institutions and appropriate national policies. This perspective further reinforces the importance of coordinated state management in achieving sustainable industrial development.

Strategic public management literature likewise highlights the importance of institutional quality in achieving long-term development objectives. Hood (1991) introduced the principles of New Public Management, emphasizing efficiency,



Date: 27th July-2026

accountability, and performance measurement in public administration. Later, Osborne (2010) expanded this perspective through the concept of New Public Governance, arguing that complex public policy challenges require collaboration among multiple institutions rather than isolated governmental action. These approaches demonstrate that effective governance increasingly depends on coordination, partnership, and continuous organizational learning.

Institutional economics provides additional theoretical support for integrated state management. North (1990) argues that institutions shape economic performance by reducing uncertainty, creating incentives, and facilitating cooperation among economic actors. Evans (1995) further introduced the concept of *embedded autonomy*, suggesting that governments achieve better development outcomes when capable public institutions maintain both professional independence and productive relationships with the private sector. These theories indicate that institutional capacity is a critical determinant of successful industrial transformation.

Within the field of international business, Porter (1990) emphasizes that national competitiveness depends on the interaction of multiple factors, including innovation capacity, supporting industries, government policy, and competitive business environments. Similarly, Hausmann et al. (2014) argue that economic complexity and export diversification significantly influence long-term industrial development. Their research demonstrates that countries capable of producing increasingly sophisticated products generally experience faster economic growth and stronger structural transformation.

Recent publications by international organizations reinforce these theoretical arguments. The World Bank increasingly highlights governance quality, regulatory effectiveness, and institutional performance as essential components of sustainable economic development. OECD studies similarly emphasize policy coherence, evidence-based decision-making, and cross-sectoral coordination as fundamental requirements for successful industrial policy implementation. UNCTAD's *World Investment Report 2025* further stresses that productive foreign direct investment contributes to industrial development only when investment policies are effectively integrated with broader national development strategies. Likewise, the World Trade Report (2024) and the World Trade Statistical Review (2024) recognize that transparent institutions, predictable regulatory frameworks, and effective trade governance improve countries' participation in international markets and global value chains.

UNIDO (2024) likewise emphasizes that industrial competitiveness increasingly depends on technological upgrading, innovation capabilities, and institutional support for industrial transformation.

Despite these important contributions, the existing literature generally examines industrial policy, investment policy, trade policy, and public governance as relatively independent research fields. Studies frequently focus on individual policy instruments, institutional reforms, or investment promotion measures without fully explaining how



INTRODUCTION OF NEW INNOVATIVE TECHNOLOGIES IN EDUCATION OF PEDAGOGY AND PSYCHOLOGY.

International online conference.

Date: 27th July-2026

these elements should operate together within a unified state management framework. Consequently, relatively limited attention has been devoted to understanding industrial development as an integrated strategic management process involving planning, coordination, implementation, monitoring, and organizational learning.

This limitation is particularly relevant for developing and transition economies, where industrial development depends on the government's ability to coordinate multiple institutions and policy instruments simultaneously. Fragmented governance structures often lead to overlapping responsibilities, inconsistent implementation, policy duplication, and inefficient allocation of public resources. Therefore, improving institutional coordination represents not merely an administrative challenge but a strategic management priority.

The present study seeks to address this gap by proposing the **Integrated State Industrial Management Model (ISIMM)**. Unlike previous approaches, which predominantly analyze industrial, investment, and trade policies separately, ISIMM conceptualizes these policy domains as interconnected components of a continuous strategic management cycle. The model integrates strategic governance, policy coordination, institutional implementation, performance evaluation, and organizational learning within a single analytical framework. In doing so, it extends the business and management literature by offering a governance-oriented perspective on industrial development that combines insights from strategic management, public administration, institutional economics, and industrial policy.

Accordingly, this paper argues that sustainable industrial development should be understood not merely as an economic outcome but as the result of effective strategic state management. The proposed conceptual framework therefore contributes to both theory and practice by explaining how coordinated governance mechanisms can strengthen industrial competitiveness, improve institutional effectiveness, and support long-term structural transformation.

Table 1. Evolution of State Management Approaches to Industrial Development

Approach	Main Focus	Limitations	Contribution to ISIMM
Traditional Public Administration	Government control and regulation	Limited flexibility and coordination	Provides institutional foundation
New Public Management	Efficiency and performance	Weak interagency integration	Introduces performance management
New Public Governance	Collaboration and networks	Limited strategic integration	Emphasizes institutional coordination
Industrial Policy Approach	Sectoral competitiveness and productivity	Focuses mainly on economic instruments	Supports industrial modernization

INTRODUCTION OF NEW INNOVATIVE TECHNOLOGIES IN EDUCATION OF PEDAGOGY AND PSYCHOLOGY.

International online conference.

Date: 27th July-2026

Approach	Main Focus	Limitations	Contribution to ISIMM
Integrated State Industrial Management Model (ISIMM)	Strategic governance integrating industrial, investment and trade policies	Addresses fragmentation through coordinated management	Provides a comprehensive strategic governance framework

3. Methodology

This study adopts a qualitative research design to develop a conceptual framework for strategic state management of industrial development. The research combines comparative literature analysis, institutional analysis, and descriptive analysis of international economic indicators to examine the interaction between industrial policy, investment policy, and trade policy within an integrated governance system.

The study is grounded in an interdisciplinary perspective that draws upon strategic management, public administration, institutional economics, industrial policy, and international business literature. This approach enables the integration of theoretical concepts that have traditionally been examined separately, thereby providing a comprehensive understanding of industrial development as a strategic management process.

The research methodology consists of four sequential stages.

First, an extensive review of academic literature was conducted to identify the principal theoretical approaches to industrial development, strategic public management, institutional governance, industrial policy, and investment policy. Classical and contemporary studies were examined to establish the theoretical foundation for the proposed framework.

Second, comparative institutional analysis was employed to examine how international organizations—including the World Bank, OECD, UNCTAD, and the World Trade Organization (WTO)—conceptualize the relationship between governance quality, industrial competitiveness, investment attraction, and trade integration. This analysis helped identify common governance principles underlying successful industrial transformation.

Third, publicly available international indicators were analyzed to illustrate recent trends in Uzbekistan's industrial development. The study considers indicators such as manufacturing value added, foreign direct investment, export performance, gross capital formation, labour productivity, and industrial output. Rather than conducting econometric testing, these indicators are used to demonstrate the practical relevance of integrated policy coordination within the proposed conceptual framework.

Finally, the findings from the theoretical review and institutional analysis were synthesized to develop the **Integrated State Industrial Management Model (ISIMM)**. The model conceptualizes industrial development as a continuous strategic management

Date: 27th July-2026

cycle consisting of strategic governance, policy integration, institutional coordination, implementation, performance evaluation, and organizational learning.

Because the primary objective of this research is conceptual development rather than statistical hypothesis testing, qualitative analysis is considered the most appropriate methodological approach. The proposed framework is intended to provide a theoretical foundation that may support future empirical validation through quantitative, comparative, or longitudinal research.

Table 2. Research Design

Research Stage	Method	Purpose
Literature Review	Comparative literature analysis	Identify theoretical foundations of industrial development and strategic management
Institutional Analysis	Comparative analysis of international organizations	Examine governance principles promoted by the World Bank, OECD, WTO and UNCTAD
Empirical Assessment	Descriptive analysis of international indicators	Illustrate Uzbekistan's recent industrial development trends
Framework Development	Conceptual synthesis	Develop the Integrated State Industrial Management Model (ISIMM)

The methodological approach ensures consistency between the research objectives, theoretical foundation, and proposed conceptual model. By integrating evidence from academic literature with international institutional perspectives, the study provides a systematic basis for understanding industrial development as a strategic state management process rather than solely an economic policy issue.

4. Results and Discussion

4.1. Integrated State Industrial Management Model (ISIMM)

The analysis of existing theoretical approaches indicates that industrial development cannot be explained solely through individual economic policy instruments. Although industrial policy, investment policy, and trade policy have each been extensively examined in previous studies, they are frequently treated as independent policy domains. Such fragmentation limits governments' ability to achieve coherent long-term industrial transformation.

To address this limitation, this study proposes the **Integrated State Industrial Management Model (ISIMM)**. The model conceptualizes industrial development as a continuous strategic management process rather than a collection of isolated policy interventions. ISIMM integrates strategic governance, policy coordination, institutional implementation, performance evaluation, and organizational learning into a unified management framework.

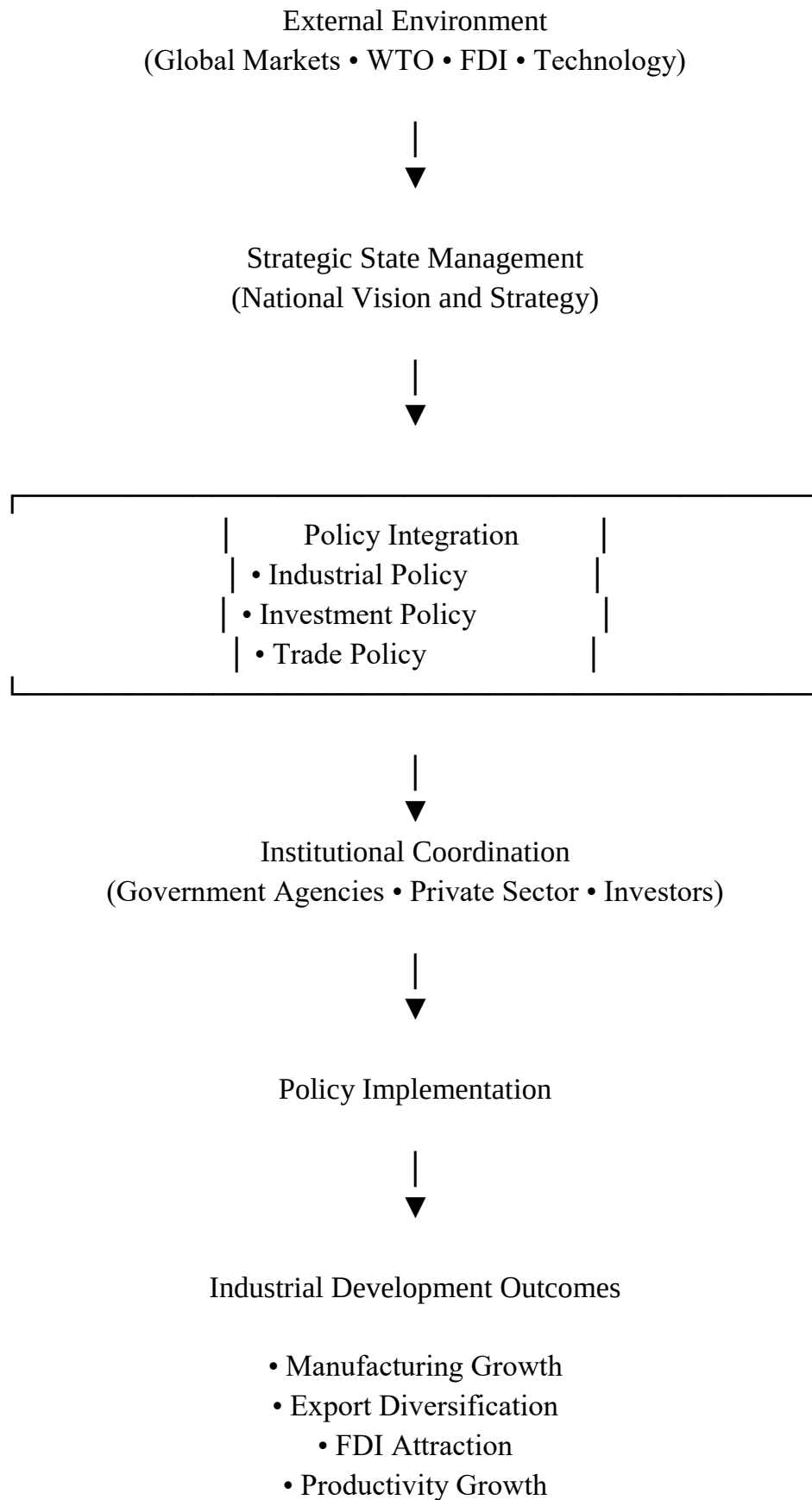
Unlike conventional industrial policy models that primarily focus on sectoral support or investment incentives, ISIMM emphasizes the managerial capacity of the state to coordinate multiple policy instruments within a coherent governance system. The model assumes that sustainable industrial competitiveness depends on continuous interaction



Date: 27th July-2026

between strategic planning, institutional coordination, policy implementation, and evidence-based evaluation.

Figure 1. Integrated State Industrial Management Model (ISIMM)



Date: 27th July-2026

- Innovation
- Competitiveness



The model consists of seven interconnected components forming a continuous governance cycle.

Strategic State Management establishes national development priorities and provides long-term direction for industrial transformation.

Policy Integration ensures consistency among industrial, investment, and trade policies. Rather than operating independently, these policy areas reinforce one another through coordinated planning and implementation.

Institutional Coordination facilitates cooperation among government ministries, investment promotion agencies, customs authorities, business associations, financial institutions, and private enterprises. Effective coordination reduces administrative fragmentation and enhances policy consistency.

Policy Implementation translates strategic objectives into practical government programmes, regulatory reforms, investment incentives, infrastructure development, and export promotion initiatives.

The implementation stage generates measurable **industrial development outcomes**, including manufacturing expansion, export diversification, increased foreign direct investment, higher labour productivity, technological upgrading, and stronger participation in global value chains.

These outcomes are systematically assessed through **performance evaluation**, where governments monitor key economic and institutional indicators to measure policy effectiveness.

Finally, **organizational learning** creates a continuous feedback mechanism that enables policymakers to revise strategies, improve institutional performance, and adapt policies to changing domestic and international conditions. Consequently, industrial

Date: 27th July-2026

development becomes a dynamic management cycle rather than a one-time policy intervention.

4.2. Scientific Contribution of ISIMM

The proposed **Integrated State Industrial Management Model (ISIMM)** extends existing business and management literature in three important ways.

First, it reconceptualizes industrial development as a strategic state management process rather than solely an economic policy objective. This perspective places governance quality, institutional coordination, and managerial capacity at the centre of industrial transformation.

Second, the framework integrates industrial policy, investment policy, and trade policy within a single strategic governance model. Previous studies have generally examined these policy areas independently, whereas ISIMM emphasizes their interdependence throughout the policy cycle.

Third, the model introduces continuous performance evaluation and organizational learning as essential elements of industrial governance. This dynamic approach enables governments to adapt policies in response to changing economic conditions and institutional experience, thereby strengthening long-term policy effectiveness.

Accordingly, ISIMM provides a comprehensive conceptual framework that connects strategic management theory with industrial development policy and contributes to a more integrated understanding of public sector governance in developing and transition economies.

4.3. Empirical Evidence Supporting the ISIMM Framework

To demonstrate the practical relevance of the proposed Integrated State Industrial Management Model (ISIMM), this study examines selected international indicators describing Uzbekistan's recent industrial and economic development. Rather than testing causal relationships statistically, the analysis illustrates how key economic indicators can be interpreted within an integrated strategic management framework.

During recent years, Uzbekistan has implemented comprehensive structural reforms aimed at industrial modernization, investment liberalization, export diversification, and greater integration into the global economy. These reforms have been accompanied by improvements in macroeconomic performance, increasing industrial activity, and expanding international economic cooperation. The country's ongoing accession process to the World Trade Organization has further accelerated institutional reforms designed to improve regulatory quality, transparency, and policy predictability. These reforms have been further reinforced through Presidential Decree No. PF-85 (2024), which established measures for harmonizing national legislation with WTO requirements and strengthening the institutional framework for accession.

According to the World Bank's Uzbekistan Country Economic Memorandum (2025) and the World Development Indicators (2025), Uzbekistan has maintained relatively strong economic growth while simultaneously increasing investment activity and strengthening industrial production. Gross capital formation has remained at a





comparatively high level, reflecting continued public and private investment in productive sectors. Manufacturing continues to represent a significant share of national output, while exports have become increasingly diversified as the country expands participation in regional and global markets. Foreign direct investment has also increased following improvements in the investment climate and regulatory reforms.

These developments illustrate that industrial development is not determined by a single economic variable. Instead, successful industrial transformation depends on the government's capacity to coordinate multiple policy areas simultaneously. Investment policy stimulates capital formation and technological upgrading; trade policy facilitates market access and export expansion; industrial policy supports productivity growth and structural diversification. Their combined implementation generates stronger development outcomes than isolated policy measures.

Consequently, the empirical evidence supports the central assumption of ISIMM: industrial competitiveness is achieved through coordinated strategic governance rather than fragmented policy implementation. Economic indicators therefore should be interpreted not merely as measures of economic performance but also as indicators of institutional effectiveness and policy coordination.

Table 3. Selected Indicators of Industrial Development in Uzbekistan

Indicator	Recent Trend	Strategic Interpretation within ISIMM
GDP Growth	Stable positive growth	Reflects overall effectiveness of national development strategy
Manufacturing Value Added	Increasing	Indicates successful industrial expansion and modernization
Gross Capital Formation	High investment levels	Demonstrates effective investment policy and capital accumulation
Foreign Direct Investment	Increasing inflows	Reflects improvements in the investment climate and institutional quality
Export Performance	Diversification and expansion	Indicates stronger international competitiveness and trade integration
Labour Productivity	Gradual improvement	Demonstrates technological upgrading and improved production efficiency

The evidence presented above should not be interpreted as isolated economic achievements. Rather, these indicators collectively reflect the performance of the national governance system responsible for coordinating industrial, investment, and trade policies. From the perspective of ISIMM, each indicator represents an outcome of strategic public management rather than merely an economic statistic.

4.4. Managerial Interpretation of Industrial Development Indicators

A distinctive feature of the proposed framework is the reinterpretation of conventional macroeconomic indicators as **Key Performance Indicators (KPIs) of strategic state management**.

Date: 27th July-2026

Traditional economic analyses generally employ indicators such as GDP growth, manufacturing value added, foreign direct investment, exports, or labour productivity to assess macroeconomic performance. In contrast, ISIMM interprets these variables as managerial indicators reflecting the effectiveness of government coordination, institutional capacity, and policy implementation.

This perspective extends existing approaches to industrial development by shifting analytical attention from economic outcomes alone to the quality of governance that produces those outcomes. Industrial performance is therefore viewed as the result of strategic management rather than solely market dynamics.

Table 4. Managerial Interpretation of Industrial Development Indicators

Economic Indicator	Traditional Interpretation	ISIMM Interpretation
GDP Growth	Economic performance	Effectiveness of strategic governance
Manufacturing Value Added	Industrial output	Success of industrial policy implementation
Gross Capital Formation	Investment activity	Performance of investment management
Foreign Direct Investment	Capital inflows	Institutional attractiveness and regulatory effectiveness
Export Performance	Trade competitiveness	Effectiveness of integrated trade policy
Labour Productivity	Production efficiency	Outcome of coordinated industrial modernization
Innovation Capacity	Technological progress	Result of continuous organizational learning

The proposed interpretation broadens the application of performance measurement in public management. Instead of evaluating ministries and agencies solely according to administrative outputs, ISIMM encourages policymakers to assess whether coordinated governance produces measurable improvements in industrial competitiveness, investment attraction, export diversification, and technological advancement.

Accordingly, the framework establishes a direct connection between strategic management theory and industrial policy practice. This represents one of the principal theoretical contributions of the study and distinguishes ISIMM from conventional approaches that evaluate industrial development primarily through economic indicators alone.

4.5. Discussion

The findings of this research support the growing consensus that effective industrial development requires more than the implementation of isolated economic policy instruments. While previous studies have emphasized industrial policy, investment promotion, or trade liberalization independently, the present analysis demonstrates that sustainable industrial transformation depends on the government's ability to integrate these policy areas within a coherent strategic management system.



Date: 27th July-2026

The proposed ISIMM complements existing theories of strategic management and public governance by placing institutional coordination at the centre of industrial policy implementation. In this respect, the framework is consistent with the work of Evans (1995) on institutional capacity and embedded autonomy, Hood (1991) on performance-oriented public management, and Osborne (2010) on collaborative governance. At the same time, it extends these approaches by explicitly incorporating industrial policy, investment policy, and trade policy into a unified governance cycle.

The analysis also aligns with recent policy recommendations issued by the World Bank, OECD, UNCTAD, and the WTO, all of which increasingly emphasize policy coherence, institutional quality, transparency, and evidence-based decision-making as key determinants of sustainable economic development. ISIMM provides a conceptual mechanism explaining how these governance principles interact to support industrial competitiveness and long-term structural transformation.

Although the framework is illustrated through the case of Uzbekistan, its analytical logic is applicable to other developing and transition economies pursuing industrial modernization, export diversification, and deeper integration into the global economy. Future research may empirically test the proposed model using panel data, comparative cross-country analysis, or structural equation modelling to evaluate the relationships among governance quality, policy coordination, and industrial performance.

Theoretical Implications

The proposed Integrated State Industrial Management Model (ISIMM) extends existing business and management literature by integrating strategic management, institutional governance, industrial policy, investment policy, and trade policy within a single conceptual framework. Unlike previous studies that primarily examine these policy domains separately, the proposed model conceptualizes industrial development as a continuous strategic management cycle characterized by policy integration, institutional coordination, implementation, performance evaluation, and organizational learning.

The framework contributes to management theory by demonstrating that industrial competitiveness is not solely determined by economic resources or market conditions but also by the government's managerial capability to coordinate multiple policy instruments effectively. Consequently, ISIMM broadens the understanding of strategic public management by positioning industrial development as a governance challenge rather than exclusively an economic policy objective.

5. Conclusion

This paper examined industrial development from the perspective of strategic state management and proposed the **Integrated State Industrial Management Model (ISIMM)** as a conceptual framework for coordinating industrial, investment, and trade policies within a unified governance system.

The study demonstrates that sustainable industrial development cannot be achieved solely through individual policy instruments or isolated government interventions. Rather, successful industrial transformation requires strategic governance, institutional



Date: 27th July-2026

coordination, coherent policy implementation, continuous performance evaluation, and organizational learning. Accordingly, industrial competitiveness should be understood as an outcome of effective public management rather than exclusively as a consequence of market forces.

The proposed ISIMM contributes to the business and management literature in three principal ways. First, it reconceptualizes industrial development as a strategic management process instead of a purely economic policy objective. Second, it integrates industrial policy, investment policy, and trade policy into a coherent governance framework, thereby addressing the fragmentation commonly observed in previous studies. Third, it introduces continuous performance evaluation and organizational learning as essential components of long-term industrial policy effectiveness.

Using Uzbekistan as an illustrative case, the paper demonstrates how coordinated governance can support industrial modernization, investment attraction, export diversification, and greater integration into the global economy. The continuation of these reforms, reflected in Presidential Decree No. PF-74 (2025), demonstrates the government's long-term commitment to market-oriented reforms and deeper integration into the multilateral trading system. Although the empirical evidence presented is descriptive rather than causal, it supports the practical relevance of the proposed conceptual framework.

Overall, the findings suggest that governments seeking sustainable industrial development should prioritize policy coherence, institutional effectiveness, and strategic coordination across economic policy domains. While developed with reference to Uzbekistan, the ISIMM framework may also provide useful guidance for other developing and transition economies pursuing structural transformation and enhanced international competitiveness.

Ultimately, sustainable industrial development depends not only on sound economic policy but also on the capacity of governments to manage institutional change strategically. The Integrated State Industrial Management Model proposed in this study provides a conceptual foundation for achieving this objective and offers a practical governance framework for policymakers in developing and transition economies.

Author Contributions: The author solely conceived the study, conducted the literature review, developed the conceptual framework, analyzed the empirical evidence, and prepared the manuscript.

Research Contribution: Unlike previous studies that examine industrial policy, investment policy, and trade policy as separate policy domains, this article develops an integrated strategic management framework that combines these dimensions within a continuous governance cycle. The proposed ISIMM therefore contributes to business and management literature by extending strategic public management theory toward industrial development.

Data Availability Statement: The data used in this study were obtained from publicly available sources, including publications and databases of the World Bank, the World Trade Organization (WTO), the United Nations Conference on Trade and



INTRODUCTION OF NEW INNOVATIVE TECHNOLOGIES IN EDUCATION OF PEDAGOGY AND PSYCHOLOGY.

International online conference.

Date: 27th July-2026

Development (UNCTAD), the Organization for Economic Co-operation and Development (OECD), and official publications of the Government of the Republic of Uzbekistan.

REFERENCES:

Presidential Decree of the Republic of Uzbekistan No. PF-60 of January 28, 2022. On the Development Strategy of New Uzbekistan for 2022–2026.

Presidential Decree of the Republic of Uzbekistan No. PF-85 of June 3, 2024.

Presidential Decree of the Republic of Uzbekistan No. PF-74 of April 30, 2025.

Presidential Resolution of the Republic of Uzbekistan No. PP-181 of June 2, 2023.

Acemoglu, D., & Robinson, J. A. (2012). *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*. Crown Publishers.

Evans, P. (1995). *Embedded Autonomy: States and Industrial Transformation*. Princeton University Press.

Hausmann, R., Hidalgo, C. A., Bustos, S., Coscia, M., Chung, S., Jimenez, J., Simoes, A., & Yildirim, M. A. (2014). *The Atlas of Economic Complexity*. MIT Press.

Hood, C. (1991). A public management for all seasons? *Public Administration*, 69(1), 3–19.

North, D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge University Press.

OECD. (2024). *Industrial Policy for Sustainable Growth*. Paris: OECD Publishing.

Osborne, S. P. (Ed.). (2010). *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*. Routledge.

Porter, M. E. (1990). *The Competitive Advantage of Nations*. Free Press.

Rodrik, D. (2004). *Industrial Policy for the Twenty-First Century*. Harvard University.

Stiglitz, J. E. (2006). *Making Globalization Work*. W. W. Norton & Company.

UNCTAD. (2025). *World Investment Report 2025: International Investment in the Digital Economy*. United Nations.

UNIDO. (2024). *Industrial Development Report 2024*. Vienna: UNIDO.

World Bank. (2025). *World Development Indicators*. Washington, DC: World Bank.

World Bank. (2025). *Uzbekistan Country Economic Memorandum*. Washington, DC: World Bank.

World Trade Organization. (2024). *World Trade Report 2024*. Geneva: WTO.

World Trade Organization. (2024). *World Trade Statistical Review 2024*. Geneva: WTO.

