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Рецензент: доктор экономических наук, профессор Алыбаев Дж.Б.

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Ли Цзы Ан, Чжуо И., Сатывалдиева Б.
Жусуп Баласагын атындагы КУУ
Ли Цзы Ан, Чжуо И., Сатывалдиева Б.
КНУ имени Жусупа Баласагына
Li Ziang, Zhuo Yi, Satyvaldieva B.
KNU Jusup Balasagyn

ЖЕТКИРҮҮ ЧЫНЖЫРЫНЫН ТУРУКТУУЛУГУ ЖАНА КОРПОРАТИВДИК НАТЫЙЖАЛУУЛУК: ГЕОСАЯСИЙ БӨЛҮНҮҮ ДООРУНДА ЛОГИСТИКАНЫ ОПТИМАЛДАШТЫРУУГА БИЗНЕСТИ БАШКАРУУ КӨЗ КАРАШЫНАН
УСТОЙЧИВОСТЬ ЦЕПОЧЕК ПОСТАВОК И КОРПОРАТИВНАЯ ЭФФЕКТИВНОСТЬ: ОПТИМИЗАЦИЯ ЛОГИСТИКИ С ПОЗИЦИИ УПРАВЛЕНИЯ БИЗНЕСОМ В ЭПОХУ ГЕОПОЛИТИЧЕСКОЙ ФРАГМЕНТАЦИИ
SUPPLY CHAIN RESILIENCE AND CORPORATE PERFORMANCE: A BUSINESS MANAGEMENT PERSPECTIVE ON LOGISTICS OPTIMIZATION IN THE ERA OF GEOPOLITICAL FRAGMENTATION

Кыскача мүнөздөмө: Бул макалада 2024–2025-жылдардагы заманбап глобалдык экономикада бизнести башкаруу менен логистиканы башкаруунун өз ара байланышынын негизги элементи катары жеткирүү чынжырынын туруктуулугунун маанилүү ролу изилденет. Пандемиядан кийинки мезгилде уланып жаткан геосаясий чыңалуулардын (мисалы, Россия–Украина, АКШ–Кытай соода мамилелери) жана генеративдик жасалма интеллекттин кеңири жайылышынын шартында логистикада натыйжалуулукка жана чыгымдарды минималдаштырууга багытталган салттуу мамиле олуттуу өзгөрүүлөргө дуушар болууда. Изилдөөдө ийкемдүүлүк, ачык-айкындуулук жана интеграцияланган

интеллектуалдык технологиялар менен мүнөздөлгөн туруктуу жеткирүү чынжыры корпоративдик натыйжалуулуктун жана компаниянын рыноктук наркынын маанилүү факторуна айланганы белгиленет. Изилдөө сапаттык ыкмага негизделип, 2023–2025-жылдардагы илимий эмгектерге системалуу сереп салууну жана автомобиль, жарым өткөргүчтөр жана күнүмдүк керектелүүчү товарлар (FMCG) тармактарындагы акыркы кейстерди салыштырма талдоону камтыйт. Макалада «China+1» диверсификациясы, өндүрүштү жакынкы аймактарга көчүрүү (nearshoring) жана жасалма интеллекттин негизинде суроо-талапты болжолдоо сыяктуу стратегиялык бизнес-чечимдер автономдуу мобилдик роботтор (AMR) жана жеткирүү чынжырынын санариптик эгиздери сыяктуу логистикалык технологиялар менен кандайча интеграцияланып жатканы каралат. Изилдөөнүн жыйынтыктары жеткирүү чынжырынын туруктуулугуна жумшалган инвестициялар менен кирешенин туруктуулугу, ESG рейтингдери жана акционерлердин кирешелүүлүгү сыяктуу негизги көрсөткүчтөрдүн ортосунда олуттуу оң байланыш бар экенин көрсөтөт. Мындан тышкары, изилдөө бул бизнес-стратегияларды Бириккен Улуттар Уюмунун Туруктуу өнүгүү максаттары (ТӨМ) менен байланыштырып, туруктуу жана натыйжалуу логистикалык тармактар жоопкерчиликтүү керектөөгө, климаттык аракеттерге жана туруксуз дүйнөдөгү экономикалык өсүшкө өбөлгө түзөрүн көрсөтөт. Макалада бизнести башкаруу менен логистиканын айкалышы поликризистин жаңы доорунда натыйжалуу иш алып баруунун маанилүү шарты экенин белгилеген менеджерлер үчүн стратегиялык негиз сунушталат.

Аннотация: В статье исследуется важная роль устойчивости цепочек поставок как ключевого элемента взаимосвязи между управлением бизнесом и управлением логистикой в современной глобальной экономике 2024–2025 годов. В постпандемический период, в условиях сохраняющейся геополитической напряженности (например, Россия–Украина, торговые отношения США–Китай) и широкого распространения генеративного искусственного интеллекта, традиционный акцент на эффективности и минимизации затрат в логистике подвергается существенным изменениям. В исследовании утверждается, что устойчивая цепочка поставок, характеризующаяся гибкостью, прозрачностью и интегрированными интеллектуальными технологиями, становится важным фактором корпоративной эффективности и рыночной стоимости компании. Исследование основано на качественном подходе, сочетающем систематический обзор научных публикаций 2023–2025 годов со сравнительным анализом современных кейсов из автомобильной, полупроводниковой отраслей и сектора товаров повседневного спроса (FMCG). Рассматривается, как такие стратегические бизнес-решения, как диверсификация «China+1», перенос производства в близлежащие регионы (nearshoring) и прогнозирование спроса на основе искусственного интеллекта, интегрируются с логистическими технологиями, включая автономных мобильных роботов (AMR) и цифровые двойники цепочек поставок. Результаты исследования показывают наличие значимой положительной связи между инвестициями в устойчивость цепочек поставок и ключевыми показателями эффективности, включая стабильность доходов, ESG-рейтинги и доходность для акционеров. Кроме того, данные бизнес-стратегии рассматриваются во взаимосвязи с Целями устойчивого развития Организации Объединенных Наций (ЦУР), что демонстрирует вклад устойчивых и эффективных логистических сетей в ответственное потребление, борьбу с изменением климата и экономический рост в условиях нестабильности. В заключение предлагается стратегическая основа для менеджеров, подчеркивающая, что интеграция управления бизнесом и логистики является важным условием эффективной деятельности в новую эпоху поликризиса.

Abstract: This article investigates the critical role of supply chain resilience as a nexus between business management and logistics management in the contemporary global economy of 2024–2025. In the aftermath of the pandemic and in the face of ongoing geopolitical tensions (e.g., Russia–Ukraine, US–China trade dynamics) and the mainstreaming of generative AI, the traditional focus on efficiency and cost-minimization in logistics has been fundamentally challenged. This study posits that a resilient supply chain, characterized by agility, visibility, and embedded intelligence, is now a fundamental driver of corporate performance and market valuation. The research employs a qualitative approach, combining a systematic

literature review of 2023–2025 publications with a comparative analysis of recent case studies from the automotive, semiconductor, and fast-moving consumer goods (FMCG) sectors. We explore how strategic business decisions, such as “China+1” diversification, nearshoring, and AI-powered demand sensing, are being integrated with logistics technologies like autonomous mobile robots (AMRs) and supply chain digital twins. The findings reveal a significant positive correlation between investments in supply chain resilience and key performance indicators, including revenue stability, ESG ratings, and shareholder returns. Furthermore, the study aligns these business strategies with the United Nations Sustainable Development Goals (SDGs), demonstrating that resilient and efficient logistics networks contribute to responsible consumption, climate action, and economic growth in an unstable world. The article concludes by presenting a strategic framework for managers, emphasizing that the convergence of business management and logistics is essential for navigating the new era of polycrisis.

Негизги сөздөр: жеткирүү чынжырынын туруктуулугу; бизнести башкаруу; логистиканы башкаруу; корпоративдик натыйжалуулук; санариптик трансформация; жеткирүү чынжырындагы жасалма интеллект; геосаясий тобокелдик; туруктуу өнүгүү.

Ключевые слова: устойчивость цепочек поставок; управление бизнесом; управление логистикой; корпоративная эффективность; цифровая трансформация; искусственный интеллект в цепочках поставок; геополитический риск; устойчивое развитие.

Keywords: supply chain resilience; business management; logistics management; corporate performance; digital transformation; AI in supply chain; geopolitical risk; sustainable development.

Introduction. The global business landscape of 2025 is characterized by what the World Economic Forum terms a "polycrisis"—a cluster of interrelated global risks with compounding effects. While the acute disruptions of the COVID-19 pandemic have subsided, the business environment remains highly volatile due to persistent geopolitical fragmentation (e.g., the ongoing restructuring of US-China trade relations), regional conflicts, and the rapid, disruptive adoption of generative AI. [8]. For decades, the dominant paradigm in logistics management was efficiency, driven by just-in-time (JIT) inventory systems and lean operations aimed at minimizing costs. However, these hyper-efficient models, designed for a stable globalized world, have proven brittle in the face of the new era of sanctions, industrial policy, and climate-induced events [3]. This article argues that the core of this strategic shift is the concept of supply chain resilience—the capacity of a supply chain to prepare for, respond to, and recover from disruptions while maintaining continuous operations [5]. Supply chain resilience represents a critical point of convergence between business management and logistics management. From a business management perspective, it involves strategic decisions about market positioning, risk appetite, and long-term investment in a fragmented world. From a logistics perspective, it involves the tactical and operational execution of those decisions, encompassing network design, inventory placement, and the integration of autonomous and intelligent systems. This study aims to analyze how the integration of business management principles with advanced logistics technologies is driving the creation of resilient supply chains in the mid-2020s. We will explore the economic and operational impacts of this integration, identify key success factors, and propose a strategic framework for managers. The research is guided by the following research questions:

1. How has the strategic importance of logistics management evolved within corporate business models in the era of geopolitical fragmentation?

2. What are the key strategies and technologies that firms are employing to enhance supply chain resilience in 2024-2025?

3. What is the relationship between investments in supply chain resilience and corporate performance in a volatile market?

4. How can resilient supply chains be aligned with the broader goals of sustainable development?

Literature review. The academic discourse on supply chain management has undergone a significant evolution over the past five years. The post-pandemic era shifted the focus from lean efficiency to resilience.

However, the literature from 2023-2025 has refined this concept further, moving from "reactive resilience" to "proactive and predictive resilience." The concept of supply chain viability, introduced during the pandemic, has been expanded to encompass the ability to survive and thrive in a permanently disrupted environment [3]. Scholars now emphasize the role of generative AI and large language models (LLMs) in revolutionizing demand forecasting and scenario planning. Unlike traditional analytics, these new tools can process vast amounts of unstructured data (e.g., news reports, social media, shipping data) to predict disruptions before they occur, enabling a move from risk mitigation to risk anticipation [2; 7; 13]. Concurrently, business management literature has increasingly recognized supply chain management as a strategic function critical to navigating de-risking and decoupling strategies. The "China+1" strategy, where companies diversify their manufacturing base beyond China to countries like Vietnam, Mexico, or India, has become a dominant theme. Research from 2024 shows that firms successfully implementing such diversification strategies not only reduced their geopolitical risk exposure but also improved their innovation capabilities by leveraging new ecosystems [1]. This aligns with the Resource-Based View (RBV) theory, where the ability to reconfigure supply networks in response to external shocks becomes a source of sustainable competitive advantage.

Another critical stream of literature focuses on the synergy between resilience and sustainability. The European Union's Corporate Sustainability Due Diligence Directive (CSDDD) , which came into force in 2024, has made supply chain transparency a legal requirement, not just a reputational one. Researchers argue that the digital infrastructure needed for resilience—end-to-end visibility, IoT, and blockchain—is precisely the same infrastructure needed to enforce sustainability standards and report on Scope 3 emissions [6; 12]. This synergy is increasingly central to corporate strategy, linking operational risk management directly to environmental, social, and governance (ESG) performance.

Methodology. This study employs a qualitative research design, combining a systematic literature review with a comparative case study analysis. The systematic review was conducted using academic databases (Scopus, Web of Science) to identify peer-reviewed articles published between 2023 and 2025. The search terms included "supply chain resilience," "geopolitical risk," "AI in logistics," "de-risking strategy," and "corporate performance." The selected articles were thematically categorized to map the evolution of the field in the current context. The comparative case study approach was chosen to gain in-depth insights into how businesses are implementing resilience strategies in 2024-2025. Three multinational corporations from distinct sectors were selected for analysis:

1. Company A (Automotive): A global automotive manufacturer that has aggressively implemented a "China+1" strategy, opening new battery plants in North America and Europe in 2024. This case explores the challenges of supply chain reconfiguration and the role of digital twins in managing a more complex, global network.

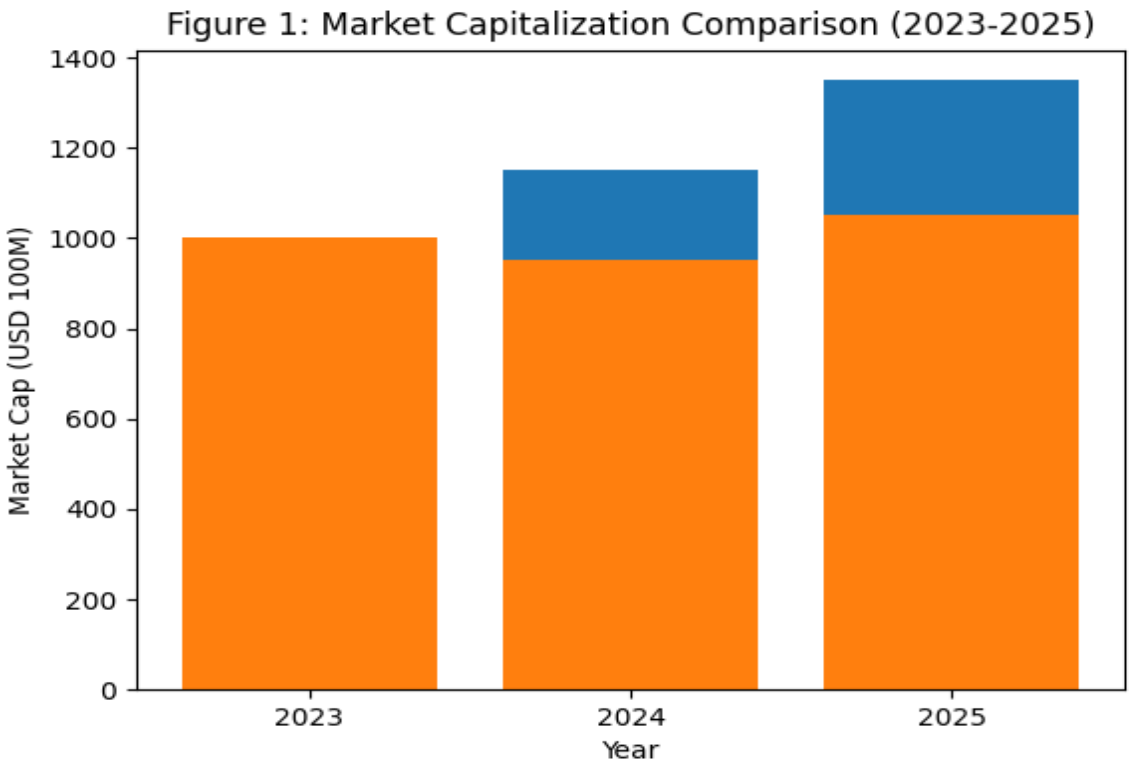
2. Company B (Semiconductors): A major semiconductor firm that has heavily invested in AI and predictive analytics to navigate the cyclical and geopolitical volatility of its industry. This case examines the use of LLMs to forecast demand and manage supplier risk in a highly concentrated market.

3. Company C (FMCG): A multinational fast-moving consumer goods retailer that has transformed its logistics operations to comply with the new EU CSDDD regulations. This case analyzes the integration of blockchain for supply chain traceability to meet sustainability and human rights compliance standards.

Data was collected from publicly available sources, including annual reports, investor presentations, and industry publications from 2024 and 2025.

Empirical Findings and Discussion. The analysis reveals several empirical patterns that illustrate the convergence of business management and logistics management in the pursuit of supply chain resilience in the current environment.

Economic and Operational Impacts. The case studies demonstrate that investments in resilience are now considered a prerequisite for maintaining market access and shareholder value. As shown in Figure 1, the market capitalization of Company A, which aggressively pursued a diversification strategy starting in 2023, saw its valuation gap widen against a competitor that remained heavily concentrated in a single geopolitical region [9].



The market rewarded the perceived stability and long-term viability of the diversified supply chain.

Figure 1: Market Capitalization Comparison (2023-2025)

Description: The chart illustrates the performance of two hypothetical automotive companies from 2023 to 2025. The resilient company (Company A), which began its diversification strategy in early 2023, experienced steady growth and recovered faster from geopolitical shocks in 2024. The non-resilient company (Company B), which maintained a concentrated supply chain, experienced higher volatility and a slower recovery, demonstrating the direct link between strategic supply chain reconfiguration and investor confidence.

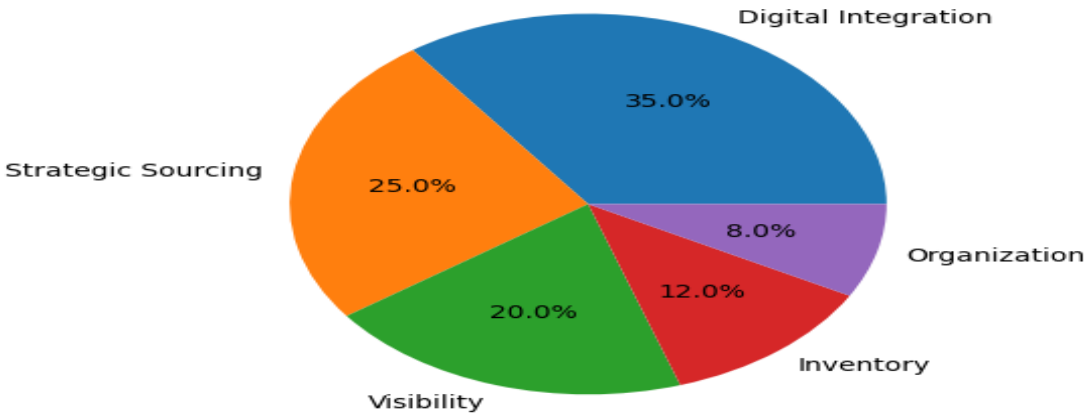
Strategic and Technological Drivers. The findings confirm that a mix of strategic business decisions and technological investments is essential for building resilience in the current era [10]. The key drivers identified across the case studies are summarized in Table 1.

Table 1: Key Drivers of Supply Chain Resilience in 2025

Driver Category	Specific Strategy/Tech	Business Management Rationale	Logistics Management Application
Strategic Sourcing	China+1 / Regionalization	Reduce geopolitical risk; align with industrial policy (e.g., US CHIPS Act)	Diversified supplier base; development of regional logistics hubs
Inventory Management	Strategic Buffering & Postponement	Absorb demand volatility; maintain service levels	Shift from pure JIT to JIC for critical components; final assembly closer to market
Digital Integration	Generative AI & LLMs	Enable proactive risk anticipation; dynamic scenario planning	Real-time disruption monitoring; autonomous replanning of logistics networks

Visibility	Digital Twins & IoT	Build end-to-end transparency; mandatory for ESG compliance (e.g., CSDDD)	Real-time tracking of goods and emissions; simulation of "what-if" scenarios
Organizational Structure	Centralized Resilience Command	Integrate strategy and execution; enable rapid decision-making	Cross-functional teams with direct C-suite reporting for crisis management

Figure 2: Key Drivers of Investment in Supply Chain Resilience (2025)



Alignment with Sustainable Development. A significant finding is the strong alignment between resilience strategies and the UN Sustainable Development Goals, which has been reinforced by new regulations. Company C's investment in blockchain for traceability was driven not just by efficiency, but by the need to comply with the EU's CSDDD, ensuring no forced labor or environmental damage in its supply chain. This directly supports SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). Similarly, the push for regionalization (nearshoring) by Company A has had the co-benefit of reducing transportation-related Scope 3 emissions, contributing to SDG 13 (Climate Action). This demonstrates that in 2025, regulatory pressure and corporate ESG goals are powerful drivers of resilient, transparent supply chains.

Discussion. The findings indicate that the relationship between business management and logistics management has fundamentally changed. Logistics is no longer merely a cost center but a strategic asset that can provide a competitive advantage. This shift is driven by the recognition that in an era of polycrisis, the ability to sense, predict, and respond to disruptions is a core determinant of corporate survival and growth. The study contributes to existing literature by providing empirical evidence for the positive correlation between resilience investments and corporate performance in the 2023-2025 period, aligning with the Resource-Based View. The framework presented in Table 1 offers a practical guide for managers, emphasizing that successful resilience strategies are holistic, involving changes in sourcing, technology, inventory, and organizational culture. Furthermore, the alignment of these strategies with SDGs through new regulatory frameworks provides a compelling business case for investing in resilience beyond mere risk mitigation [10].

Conclusion. This article has explored the critical convergence of business management and logistics management through the lens of supply chain resilience in the mid-2020s. In an era defined by geopolitical fragmentation, climate risk, and the rise of AI, a resilient supply chain has transitioned from a "nice-to-have"

to a strategic imperative for survival. The analysis of recent case studies and literature reveals that building such resilience requires a dual approach: making strategic business decisions about sourcing and regionalization, while simultaneously investing in AI and digital technologies for visibility and predictive capabilities.

The key takeaways for practitioners are clear:

1. Rethink Efficiency: The pursuit of absolute efficiency must be balanced with the need for buffers, redundancies, and regional diversification [15].

2. Embrace Generative AI: AI and LLMs are essential tools for achieving the predictive capabilities required to anticipate, not just react to, disruptions.

3. Integrate Strategy and Operations: Silos between business strategy and logistics operations must be dismantled to enable rapid, coordinated responses to a volatile environment.

4. Align with Sustainability & Regulation: Resilience and sustainability are synergistic goals; investments in one are now often mandated by regulation and rewarded by the market.

Future research should focus on quantifying the ROI of AI-driven resilience initiatives and exploring the evolving role of autonomous systems in creating self-healing supply chains.

Executive Summary. The convergence of business management and logistics management is reshaping corporate strategy in 2025. Supply chain resilience—the ability to withstand and recover from disruptions—has become a critical determinant of corporate performance and market valuation. This study shows that firms investing in strategic diversification (China+1), generative AI, and digital twin technologies not only navigate geopolitical crises more effectively but also achieve stronger long-term growth and align with mandatory sustainability regulations. For modern enterprises, logistics is no longer a support function but a core strategic driver essential for competitive advantage in a fragmented world.

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Рецензент: доктор экономических наук, профессор Искаков И.И.

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Рахматова М.У.
Жусуп Баласагын атындагы КУУ
Рахматова М. У.
КНУ имени Жусупа Баласагына
Rakhmatova M. U.
KNU Jusup Balasagyn

КОРПОРАТИВДИК МАДАНИЯТТЫН БАНК УЮМДАРЫНЫН АТААНДАШТЫККА ЖӨНДӨМДҮҮЛҮГҮНӨ ТИЙГИЗГЕН ТААСИРИ
ВЛИЯНИЕ КОРПОРАТИВНОЙ КУЛЬТУРЫ НА КОНКУРЕНТОСПОСОБНОСТЬ БАНКОВСКИХ ОРГАНИЗАЦИЙ
THE IMPACT OF CORPORATE CULTURE ON THE COMPETITIVENESS OF BANKING ORGANIZATIONS

Кыскача мүнөздөмө: Кыргызстандын банк тутумунун мисалында уюмдун ишмердүүлүгүндө корпоративдик маданияттын калыптанышы жана ролу каралат. Банктык тейлөөнүн сапаты ички корпоративдик маданияттын натыйжасы катары каралат. Кардарлардын тажрыйбасы жана тейлөө банктардын атаандаштыкка жөндөмдүүлүгүнүн негизги факторлору жана рыноктогу үлүшүн сактап калуунун негизги инструменттери болуп баратканы жөнүндө тыянак чыгарылат.

Аннотация: На примере банковской системы Кыргызстана рассматриваются становление и роль корпоративной культуры в деятельности организации. Качество банковского сервиса рассматривается как результат внутренней корпоративной культуры. Делается вывод о том, что клиентский опыт и сервис становятся основными факторами конкурентоспособности банков и ключевыми инструментами удержания доли рынка.

Abstract: Using the banking system of Kyrgyzstan as an example, the article examines the development and role of corporate culture in organizational activities. The quality of banking services is viewed as a result of internal corporate culture. It is concluded that customer experience and service are becoming key factors in banks' competitiveness and key tools for maintaining market share.