

Research on Digital Transformation Strategy of A Clothing Company in Turkmenistan

ABSTRACT

The Kyrgyzstan garment industry has undergone significant changes in recent years, with many businesses recognizing the opportunities and importance of digital transformation. However, research on how to effectively undergo this transformation is still relatively limited, especially in developing countries. Despite being aware of the benefits and challenges of digital development, many companies in these countries struggle to navigate this change without proper guidance. Strategic transformation has become a crucial issue for clothing companies in Kyrgyzstan, given the obstacles to their development and the need to achieve better outcomes.

This article focuses on Company A, a clothing company in Kyrgyzstan, and explores the feasibility and necessity of its strategic transformation in the context of digital development. The study uses development strategy theories and methods to demonstrate the practicality and importance of this transformation, and to provide guidance for other clothing companies in Kyrgyzstan seeking to implement digital transformation strategies.

The study finds that Company A's development strategy is currently undergoing adjustments and that digital transformation is a clear need for the company. Through an analysis of the company's strengths, weaknesses, and external environment, the study identifies opportunities for strategic transformation, leveraging the company's advantages in production and management to create a comprehensive online and offline business model. The study proposes integrating resources, utilizing digital management concepts, and

optimizing operations with an O2O model as the core strategy to guide the entire process from production to sales.

This study breaks through the traditional choice of 'competitive strategy' and proposes an enterprise transformation strategy based on the company's current development. By studying enterprise strategic transformation under the digital background and choosing a Kyrgyzstan clothing enterprise for research, this article expands the research achievements of Kyrgyzstan enterprise strategy, particularly in the field of digital transformation. Overall, the study provides theoretical and practical guidance for Kyrgyzstan clothing companies seeking to implement digital transformation strategies to achieve better development outcomes.

Key words: digitization; Enterprise transformation; Garment enterprises; Enterprise strateg

1 Introduction

1.1 Research background and significance

1.1.1. Research background

The garment industry in Kyrgyzstan is facing new opportunities and challenges brought by the development of the digital economy. With the increasing use of technology, companies are facing fiercer competition than ever before, not only from a greater number of competitors but also from the depth and intensity of competition. To stay competitive in this new environment, enterprises need to undergo digital transformation, which involves using technology to change their development strategy and competitive path through data.

The core of digital transformation for Kyrgyzstan's garment industry lies in obtaining a new development path of relatively large-scale efficiency through industrial specialization, followed by step-by-step transformation to form a new mode based on digital technology that empowers enterprises and helps them obtain higher development efficiency. This process requires the optimization, innovation, and reconstruction of the value system, with data being the key driving factor. To formulate competitive strategies, enterprises need to have an in-depth understanding of the characteristics of the development of the digital economy and design strategies that conform to their strategic objectives.

While many enterprises in Kyrgyzstan have realized the importance of digital transformation, research on this aspect is relatively lagging behind, especially in developing countries. There is a lack of effective theoretical guidance, as traditional strategic theory and research results cannot be directly applied to the digital economy. Therefore, the development of strategies for enterprises in the digital economy is not yet mature, posing a challenge for

Kyrgyzstan's garment industry.

Kyrgyzstan's garment industry plays an important role in the country's non-energy sector, alongside its dominant energy industry. The industry has seen significant investment, with 30 state-funded garment enterprises boasting international advanced equipment and high production capacity. Thanks to the industry's efforts, Kyrgyzstan's lint processing capacity has exceeded 50 percent, and the quality of its products is becoming higher and higher, allowing it to compete on the international market with similar products from other countries. However, the industry faces challenges in meeting the complicated demand for clothing consumption, keeping up with the high-tech revolution, and fierce market competition.

Digital transformation is essential for the garment industry in Kyrgyzstan to optimize resource allocation, achieve technological breakthroughs, and enhance its competitiveness. Traditional clothing enterprises in Kyrgyzstan face the problem of high inventory rates due to the lack of new technologies for rational allocation of enterprise resources. Through digital transformation, enterprises can optimize the supply chain and achieve technological breakthroughs. However, Kyrgyzstan's garment enterprises are also relatively backward in marketing mode, lack new media and e-commerce marketing channels, do not analyze big data in marketing, and lag behind in production and management modes. Digital transformation can enable these enterprises to better allocate their resources, analyze Internet resources and data, and maximize their efficiency.

1.1.2 Research status at home and abroad

From the perspective of recent research, the garment industry in Kyrgyzstan has been affected by various factors, including the COVID-19 pandemic and the global economic

downturn. While some developed countries may have more extensive research capabilities due to their advanced information technology infrastructure, research institutions in Kyrgyzstan have also been conducting relevant studies on the digital transformation strategies of local enterprises.

The impact of digital transformation on the garment industry in Kyrgyzstan has been a topic of discussion among researchers and industry experts. While some believe that digital transformation is essential for the strategic transformation of enterprises and can create new opportunities for growth, others emphasize the importance of upgrading consumer demand through the use of technology and data.

Kantemirova M (2018) has proposed indicators to evaluate whether an enterprise in Kyrgyzstan is ready for digital transformation. These indicators take into account factors such as the enterprise's technological capabilities, leadership vision and commitment, and organizational culture.

As the garment industry in Kyrgyzstan continues to navigate the challenges of the current economic climate, the role of digital transformation in shaping its future remains an important topic of discussion and research.

The garment industry in Kyrgyzstan is also beginning to recognize the importance of digital transformation, spurred by the rapid development of network technology and the trend towards strategic upgrading under the digital economy. While the country's research in this field is still in its early stages, it is progressing quickly, and many consulting institutions and business research centers are holding summits and writing white papers on the topic.

In 2019, the China Electronic Information Development Institute released the White

Paper on China Digital Economy Development Index, which pointed out the necessity of digital transformation in traditional industries, including the garment industry. Additionally, the Tencent Research Institute released the 2019 Digital China Index Report, which highlighted the need for digital transformation across various industries. These reports serve as important references for Kyrgyzstan's garment industry to learn from China's experience and take a proactive approach to digital transformation.

From the perspective of the garment industry in Kyrgyzstan, there is a growing interest in digital transformation despite the lack of comprehensive data. The industry is gradually embracing digitalization, and the focus has shifted from macro to micro-level analysis. The trend has expanded from hot industries such as banking to various sectors, including the garment industry.

In Kyrgyzstan, the sales channel of the garment industry's services has become a crucial aspect of digital transformation, and there is a high demand for traditional garment companies to transform their sales channels. Numerous studies have explored this aspect, such as the Textile and Apparel Distribution Channel Design and Management by Professor Zhao Weixu, Marketing Channel Management by Professor Wang Guocai, and Channel Management Training by Professor Li Yue. These studies have provided valuable insights into the digital transformation of clothing enterprises, covering different directions of the industry's transformation.

Therefore, in the context of the garment industry in Kyrgyzstan, it can be observed that clothing enterprises are currently undergoing a crucial period of digital transformation.

Although relevant research is gradually increasing, it is still in its early stages and not yet

mature. Most of the existing research is theoretical in nature, and there is a lack of research that combines specific enterprises or clothing brands. Consequently, enterprises in Kyrgyzstan that intend to undergo digital transformation lack proper guidance and references when developing their strategies.

As a developing country, Kyrgyzstan's digital economy is still in its early stages, and the scale of development is relatively limited. However, the development of the digital economy is an inevitable trend, as seen in other countries such as China and Turkmenistan. Clothing enterprises need to adapt to the changing consumer market and carry out digital transformation to ensure their long-term development. Therefore, it is essential to provide strategic guidance for digital transformation through research, which will have significant guiding significance for enterprises in Kyrgyzstan.

1.1.3 Research significance

(1) Theoretical significance

Strategic transformation is a crucial area of research in enterprise management for the garment industry in Kyrgyzstan. Research on this topic has historically provided guidance based on the external environment's development at that time. Hence, this paper's primary focus is to provide theoretical guidance for the transformation strategy of garment enterprises by combining enterprise transformation with a digital background.

By integrating theories and methods related to development strategy with the specific development needs of case enterprises in Kyrgyzstan, this paper theoretically demonstrates the feasibility and necessity of strategic transformation for garment companies. The paper's main objective is to provide practical recommendations for garment enterprises in Kyrgyzstan

seeking to undergo digital transformation and enhance their long-term development prospects.

(2) Practical significance

Given the challenges facing garment enterprises in Kyrgyzstan and the strategic goal of achieving better development, strategic transformation is a critical reform issue, including for A company. However, due to the lack of relevant experience and references, it is challenging to determine the best strategic transformation approach for Kyrgyzstan's garment industry.

This paper addresses this issue by studying the strategy of digital transformation for Company A and proposing appropriate safeguard measures. It provides direction for Company A's strategic transformation under a digital background. This direction will help A company adapt better to the current environment, develop its core business, and achieve better output through transformation in the future. Ultimately, this paper aims to provide practical recommendations for garment enterprises in Kyrgyzstan seeking to undergo digital transformation and improve their long-term growth prospects.

1.2. Research content

Chapter 1 provides an introduction to the research, outlining the research problems, main content, and research methods. This chapter sets the stage for the subsequent chapters to delve into the specifics of digital transformation in the Kyrgyzstan garment industry.

Chapter 2 presents a comprehensive review of the main theories and literature related to digital transformation. It focuses on defining the term "digital transformation" and elaborates on the "digital transformation strategy theory" while also analyzing existing research on the topic.

Chapter 3 evaluates the external environment of Company A by analyzing the garment

industry in Kyrgyzstan where Company A is located. This analysis provides insight into the feasibility and necessity of Company A's digital transformation.

Chapter 4 delves into the internal resources and capabilities of Company A. This analysis is essential in developing a feasible digital transformation strategy plan for Company A since the success of the strategy depends on the support of internal resources.

Chapter 5 summarizes the necessity of Company A's digital strategic transformation and identifies a suitable transformation strategy for Company A. This chapter concludes with specific safeguard measures to ensure the successful implementation of Company A's digital transformation strategy.

Chapter 6 is the conclusion and prospect, summarizing the research findings and discussing the next steps in digital transformation research for the Kyrgyzstan garment industry. The chapter also highlights the limitations of the study and provides insights for future research.

1.3. Research Methods

(1) Literature analysis

By reviewing the current literature on "digitalization", "digital transformation" and "digital transformation strategy" in the context of the garment industry in Kyrgyzstan, this paper can gain insight into the latest theoretical advancements and use them to guide the case study. These research findings can serve as a basis for developing research ideas and methods, ultimately helping to inform the conclusions and recommendations presented in this paper.

(2) Field research method

Considering the unique characteristics of garment enterprises in Kyrgyzstan, this paper

selects a clothing company in Kyrgyzstan, referred to as Company A, as a case study. The reason for choosing Company A is that it represents a typical traditional garment enterprise in Kyrgyzstan, with a certain scale and history in the local market. Additionally, Company A is currently in the process of adjusting its development strategy, which demonstrates a clear need and feasibility for digital transformation. To ensure the reliability of this study, most of the data used in the case study are based on field research data. Through an investigation of Company A's internal production and resources, as well as the analysis of market demand, the feasibility and necessity of digital transformation are determined, thus enhancing the reliability of this study.

(3) Interview method

Through conducting telephone interviews with three individuals including a leader in charge of operations management, the production department and the sales department of a clothing company in Kyrgyzstan, this study has gained insights into the internal feasibility and necessity of the company's digital transformation. These interviews were conducted to gain a better understanding of the current state of affairs within the company, and to assess the potential for a successful digital transformation. As the COVID-19 pandemic continues to affect global business operations, remote interviews have become a common means of gathering information and insights from industry professionals.

1.4. Technology Roadmap

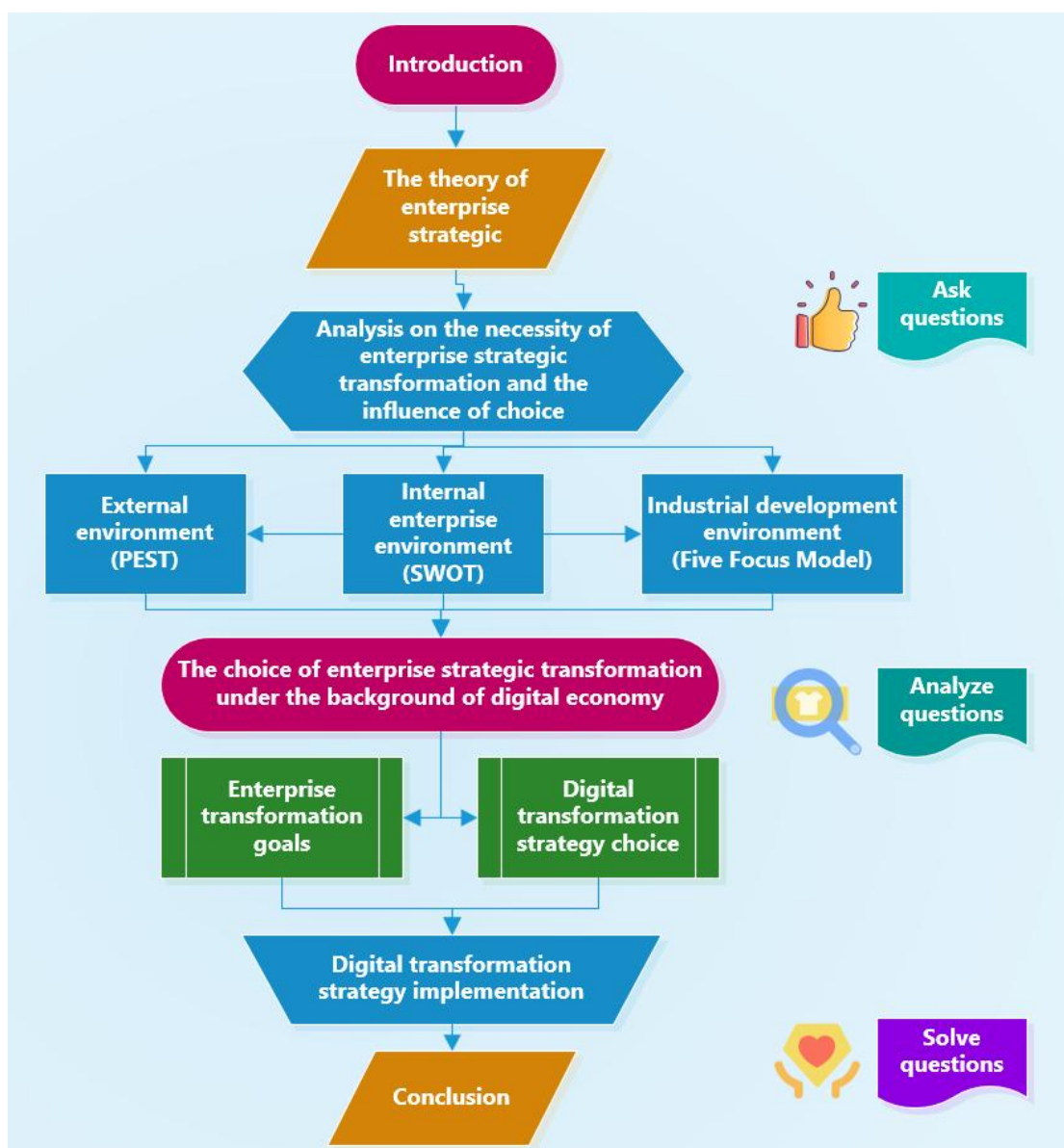


Figure 1.1 Technology roadmap

1.5. Innovation Points

The garment industry in Kyrgyzstan has undergone significant changes in recent years due to the impact of the COVID-19 pandemic, which has affected the global textile and clothing markets. In this context, the focus of research innovation in this paper is on how digitalization can help enterprises in the garment industry to strategically transform and adapt to the current market environment.

Despite the challenges faced by the industry, Kyrgyzstan has seen an increase in

digitalization efforts by garment enterprises. However, there is still a lack of research on the digital transformation strategy of relevant enterprises in Kyrgyzstan, particularly in the clothing sector. Thus, this study aims to address this gap by focusing on a specific clothing enterprise in Kyrgyzstan, Company A. By conducting a detailed research on Company A's digital transformation strategy, this study seeks to expand the enterprise strategy research results in Kyrgyzstan, especially in the context of digitalization and strategic transformation.

2. Literature review and theoretical basis

2.1. Definition of Concepts

The garment industry in Kyrgyzstan is currently grappling with the challenges of digital transformation. There is often confusion between the definitions of "digital transformation" and "digital strategy". However, it is important to note that the two concepts are distinct. Digital transformation involves a fundamental change in a company's core business, enabled by digital upgrades and advancements. This transformation should be targeted towards creating a new, high-level business model. Therefore, it is clear that an enterprise's digital transformation strategy is not a simple module transformation, but a complex and significant transformation that is closely tied to the core business and will change the business model of an enterprise.

Some scholars have proposed that digital transformation involves the development of digital technologies and supporting capabilities to create a dynamic digital business model. This definition reinforces the idea that even if the business model is restructured, the process of transformation is driven by digitalization, which serves as the foundation for the means and main elements used in this framework. The garment industry in Kyrgyzstan must therefore

focus on developing and implementing a comprehensive digital strategy that will enable them to transform their core business models and stay competitive in a rapidly changing market.

The garment industry in Kyrgyzstan is currently undergoing digital transformation, which involves various strategic aspects. Firstly, the core of digital transformation is to determine what kind of business changes will occur after the implementation of digital upgrades and advancements. This is a critical component of the transformation process and requires careful analysis.

Secondly, before embarking on digital transformation, enterprises in the garment industry must determine the new value that will be brought about by the transformation. This is a necessary step in the "digitalization" process.

Thirdly, it is important for companies to identify which aspects of their business should be reformed and transformed to align with the company's profit and strategic goals. This will help in the development of the enterprise's key business and promote growth.

Finally, companies must be clear about the inputs and outputs of the digital transformation process. This will help in evaluating the success of the transformation and enable companies to make necessary adjustments to their strategy. Overall, the garment industry in Kyrgyzstan needs to carefully analyze the different strategic aspects of digital transformation to ensure a successful transition to a digital business model.

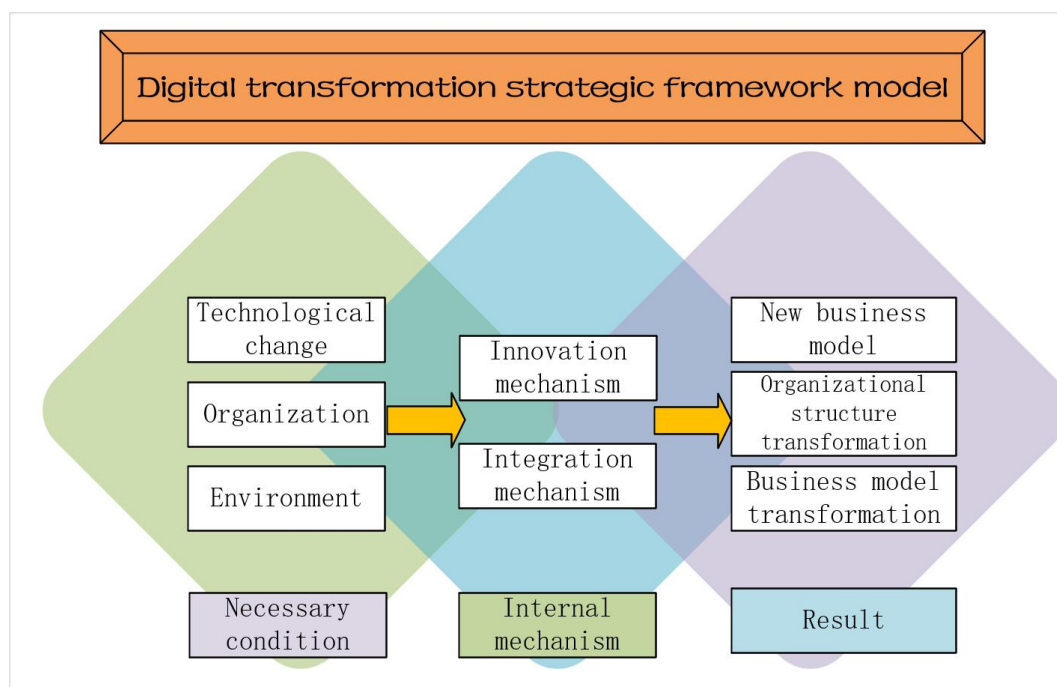


Figure 2.1 Theoretical framework of digital transformation strategy

In this paper, the digital transformation strategy of A clothing enterprise in Turkmenistan is studied from these aspects. Under the guidance of this theoretical framework, through the realization of digital transformation of A clothing company, the value proposition of the enterprise is re-examined. Here, it is important to note that the traditional enterprise value proposition supported by IT technology is not the same as that achieved by building a new organizational and enterprise development model, rather than reinforcing the original foundation. Company A was originally a garment processing enterprise, and its value came from processing. Under the strategy of digital transformation, this paper hopes to build a new organizational structure with brand value and higher added value, from production to marketing.

2.2. Literature Review

2.2.1 Review of relevant research on digital transformation strategy

In the garment industry of Kyrgyzstan, research on digital transformation strategy is

crucial for the success of the companies. The digital strategic transformation should be based on the internal resources and capabilities of the enterprise, while also considering the external environment and industry environment of the enterprise. The foundation of competitive strategy is to obtain core competitiveness, mainly around the company's products and internal resources owned by the company. Product differentiation is a main strategy for cost reduction in the garment industry. Furthermore, the theory of integration of development strategies has been proposed.

In addition to the continuation on the basis of the research of major domestic and international scholars, other new concepts have been put forward in Kyrgyzstan. There is a possibility of combining cost leadership and differentiation strategies, which has been analyzed in detail. Key development strategies have been summarized along with the guarantee measures matched by the strategies, which are an important guarantee and an indispensable part of the strategic effect.

Further analysis has been done on the cost leadership strategy, and the differentiation strategy has been focused on in recent studies. Companies with differentiation strategy tend to have higher cost stickiness. It is important to note that although China's domestic academic research on corporate strategic management started relatively late, there are a large number of studies, especially in recent years. The analysis of the implementation of a single strategy has also been done in detail in Kyrgyzstan. Overall, there is a need for further research on digital transformation strategy in the garment industry of Kyrgyzstan to enhance the competitiveness of the industry.

2.2.2. Review of research on digital transformation strategy of apparel industry

Firstly, the garment industry in Kyrgyzstan is facing challenges due to the impact of the COVID-19 pandemic and the economic downturn. Many garment enterprises are struggling to survive due to reduced demand and rising costs of production. However, there are also opportunities for growth and innovation, particularly in meeting the personalized needs of consumers.

Research on the digital transformation strategy of apparel enterprises is still limited in Kyrgyzstan, but there are some examples from other countries that can provide insights. For example, the successful digital transformation of the Japanese brand "Uniqlo" in China can be a reference for Kyrgyzstan's clothing enterprises. Additionally, research has shown the potential benefits of digital transformation for small and medium-sized enterprises, including reduced operating costs and increased efficiency.

There is also research on the digital application of apparel enterprises in other countries that could be relevant to Kyrgyzstan. For example, there have been studies on the use of big data technology and the application of digital tools in production and design processes. Overall, the importance of digital transformation for the upgrading and development of apparel enterprises has been emphasized in previous research.

2.2.3. Uniqlo digital transformation strategy and reference

Uniqlo is a Japanese fast fashion brand. As a mass clothing brand for all ages, Uniqlo's products include men's, women's and children's clothing. Uniqlo's clothing style is more casual, the price is more moderate, so it is favored by many consumers. The following is Uniqlo's operating revenue and growth from 2015 to 2019, as shown in Figure 2.2.

Digital transformation is particularly important for its subsequent development.



Figure 2.2 Uniqlo's operating revenue from 2015 to 2019

2.2.4. Uniqlo digital transformation strategy and reference

Uniqlo is known as the "best clothing seller in Asia" and has achieved good market performance in the very fierce competition. The development of Uniqlo is inseparable from the digital transformation that it attaches great importance to in recent years. As a real economy enterprise, after being vigorously squeezed by e-commerce, Uniqlo took the lead in realizing the digital transformation strategy and achieved good results. Therefore, it can be used as A reference and example for company A's digital strategy.

First of all, in the context of the development of e-commerce, Fast Retailing has put forward the Youming Plan, which aims to change the consumption mode of clothing retail in the future in line with the digital and Internet era. By catering to the consumption habits and preferences of clothing consumers in the Internet era, it can satisfy customers faster, smarter and better. In addition, Fast Retailing realizes digital transformation through warehousing, logistics, AR technology, unmanned, automation and other aspects.

From the perspective of Uniqlo's digital transformation, its strategy at the sales end has achieved outstanding results. In November 2018, Uniqlo launched the "One-click free

Purchase in Palm flagship Store", which can be accessed by users from the official website, official APP, wechat mini program and offline scanning code. Through the "handheld flagship store", Uniqlo organically integrates multiple online and offline scenes. Consumers can see new product information, preferential information and wear suggestions at the first time, and pre-order designer products at the first time, and buy them anytime and anywhere with one click. In offline stores, users can not only understand the detailed information of products, but also view the inventory, color and size of all products in stores, online stores and other channels through "scan code purchase". In the following, this paper makes statistics and comparisons on the sales channels of four fast fashion brands including Uniqlo, as shown in Figure 2.3.

Uniqlo not only provides customers with ways to purchase and understand products through various channels, but also provides services such as online purchase and offline return and exchange, which greatly makes up for the shortage of e-commerce sales. Moreover, it also carries out various activities through the combination of online and offline to attract

consumers with different consumption habits. Therefore, Uniqlo has also gained a lot of reputation from consumers, which is the embodiment of brand value and an important component of competitiveness for a clothing brand.

四大快时尚品牌主要传播渠道统计													
传播渠道	官网	APP	微信公众号	微信小程序	微博	抖音	传播渠道	官网	APP	微信公众号	微信小程序	微博	抖音
优衣库 (14个)	优衣库网络旗舰店	优衣库掌上旗舰店	优衣库	优衣库 UNIQLO	优衣库_UNIQLO	优衣库 UNIQLO	H&M (12个)	H&M CN	H&M 商城	H&M 官方	H&M 会员中心	H&M 中国	H&M 官方
			优衣库官方网络旗舰店								H&M 网上商城		
			优衣库微招募								H&M 旧衣回收		
			UNIQLO AUSTRALIA	H&M 礼品卡									
			UNIQLO HK MACAU	优衣库 +	H&M 加拿大						H&M 门店福利站		
			UNIQLO MALAYSIA	优衣库网络旗舰店	H&M 无限可能								
Zara (9个)	ZARA MAINLAND CHINA	ZARA	ZARA	ZARA	ZARA	ZARA	GAP (10个)	Gap 中国官网	Gap 商城	Gap 官方	GAP 盖璞	Gap 官方	Gap
			ZARAHOME	ZARA LIVE	ZARA HOME						GAP 集团招聘		
											GAP 有礼		

FIG. 2.3 Design of different fast fashion brand communication channels (in the Chinese market)

Because Uniqlo has an excellent reputation and a variety of products that can satisfy consumers of different ages, it can become a "dark horse brand" that still keeps growing despite fierce competition. In addition, whether online or offline, Uniqlo insists on customer service as the center. Although technology and data are important, improving commodity services and user experience is fundamental. Therefore, in the digital transformation strategy, we should still adhere to the principle of serving customers and taking consumer demand as the center.

Uniqlo always pays attention to users' needs and preferences, and continuously collects information through market research. For example, in the 2018 survey report, it is found that the demand for online purchase has been very prominent, and nearly half of consumers will

purchase clothing online under the advice of their relatives and friends. At this time, word-of-mouth communication is more important. In addition, although consumers have the demand for online shopping, more than 90% of them will first try on clothes in stores to obtain market experience before deciding whether to buy. In addition, more than 60% of consumers will search the information of the products they are interested in on the platform, and look at the consumption reviews of other consumers, and then make their own purchase decisions.

Uniqlo has made timely adjustments based on the changing needs of customers, such as further version adjustment and function optimization in the "palm flagship store." Taking the "goods search" function as an example, it can provide customers with all online and offline goods information, so that customers can see at a glance. The "sharing" function also takes into account that Chinese consumers use a large number of platforms in daily social communication, so that consumers can directly share their favorite products on wechat moments through the APP, causing corresponding topics on social platforms and increasing exposure. Uniqlo has always adhered to a unified channel, the main purpose is to let consumers enjoy the same service no matter which channel they shop through, and also launched the "pre-order", so that some "hardcore fans" can get the latest styles, including some limited designer styles, at the first time. Therefore, although Uniqlo has changed a lot in the digital transformation, the only thing that remains unchanged is that it has always tried to meet the needs of consumers.

In terms of design, in order to stand out among many brands, Uniqlo focuses on its own "personality" and endows its own brand with different characteristics from other brands. For

example, Uniqlo highlights the characteristics applicable to different occasions in product design in order to distinguish itself from general fashion brands, which are limited by application scenarios. For example, considering the climate characteristics of different regions in winter, different heating effects are designed for the same coat, which can allow consumers to choose according to their own situation. In addition, Uniqlo launched men's casual pants, not only suitable for the general morning leisure scene, but also suitable for completely different sports scene, the product through the improvement of material selection and design, to achieve the "personalized" demand to meet.

The demand of collocation also plays a great role in the promotion of enterprise products.

Uniqlo's digital transformation strategy has a very prominent feature, which is to adhere to the "people-oriented" approach.

There are differences within each enterprise, so there are different entry points in the process of digital transformation. For example, Uniqlo takes "high-quality products and user experience" as the core of its digital transformation strategy. No matter what kind of technology is used and how to integrate data, it is ultimately inseparable from this ultimate core.

The "digital transformation" of Uniqlo in the Chinese market is a very successful example, which can provide a good reference for clothing enterprises in China and Turkmenistan. In fact, the transformation of Uniqlo is carried out around a fundamental, which is to "meet customer needs". No matter what kind of technology the enterprise uses or what kind of transformation the operator makes, The only core that cannot be changed is the

importance and satisfaction of customer needs, which is applicable to any clothing enterprise in the process of digital transformation. "Based on customer needs, serving customer needs, meeting customer needs" can help enterprises achieve long-term development. For clothing enterprises, the fundamental task of digital transformation is to meet customer needs.

2.3. Theoretical basis

2.3.1. Strategic management theory

The research on strategic management originated from around the 1950s and was an extension of the original management science. The development of strategy-related theories has always focused on the implementation of strategies in different industries and how to improve the effect of strategy implementation.

By summarizing the relevant research on strategic management theory in academia, it can be seen that it mainly includes the following aspects:

(1) Strategic planning theory

As the representative of this theory, Andrews proposed strategy formulation and strategy implementation as two parts of strategic management for the first time. And put forward four elements of strategy formulation: market opportunities, internal resources, personal ambition and social responsibility four important factors and capabilities. The formulation of strategy is to find a strategy that can balance the four factors and guarantee the functions of the four aspects. Although the theory now seems to be unadvanced,

However, it is the cornerstone of the development of strategic management theory, and many important theories are studied and extended on this basis.

(2) Competitive advantage strategy and dynamic strategy

The most representative one in this regard is the dynamic strategy theory proposed by Porter, which is firstly based on Andrews mentioned above and then further innovates and extends the theory.

In this theory, Porter fully considered the joint effect of the internal and external environment of the enterprise. Porter pointed out that if an enterprise wants to gain advantages in the competition, it should mainly make efforts from two aspects: one is to have relatively low costs; the other is to enhance the value of products, including added value.

(3) Basic resource theory

Among many scholars, the theory of firm resources proposed by Wolafelt is the most representative of this theoretical system. The most important idea in this theory is to seek the driving force for enterprise development from within the enterprise. Therefore, in this theory, it is emphasized that the enterprise can find the superior resources compared with other enterprises, especially competitive enterprises in the same industry. Through the utilization of its own superior resources and the improvement of utilization efficiency and level, better enterprise development can be obtained. The core of this theory is to find and use the superior resources of enterprises.

(4) Adaptive strategy theory

As the name implies, adaptability theory means that enterprises should adapt according to the changes of internal and external environment. Mintzberg is an important representative of this kind of theory. He believes that in today's world, technological revolution has given rise to a rapidly changing era environment, so in enterprise management, the formulation of enterprise strategy must be based on the external environment. Let the strategy of the

enterprise be based on the external environment and develop in adaptation.

Through the guidance of adaptive strategy, enterprises will be more inclined to strengthen their operational ability and highlight their core competitiveness, but this ability is highly dynamic, so dynamic theory operation is born. Enterprises should make dynamic adjustments according to the environment in which they are located, and pay more attention to the uniqueness and non-replicability of internal capabilities.

2.3.2. Theory of enterprise strategic transformation

Enterprise transformation generally occurs when the enterprise has accumulated rich experience and then carries out further upgrading or the enterprise is in a difficult situation in business development and needs to make up for certain value defects through transformation.

In terms of motivation, from the perspective of enterprise management, enterprise transformation will break through the original limitations and achieve better development through the re-integration or innovation of the original strategy or business process.

From the perspective of the main process of enterprise strategic transformation, it generally includes four stages: first, enterprises should clearly know why to carry out transformation, that is, the demand of transformation; Secondly, on the basis of demand, enterprises should further clarify their own development prospects and visions to obtain clear transformation strategies; Third, the strategy implementation stage, in this process to closely understand the strategy implementation of the problems and effects; Finally, the strategy adjustment stage. In the process of strategic transformation of the whole enterprise, it should take customer demand as the center and base on the operation efficiency, corporate culture and executive ability of the enterprise (Rouse, 2011). For any enterprise, in order to obtain

sustainable advantages, it is necessary to take into account various factors that affect the operation of the enterprise, and then balance them under the integration of the enterprise. It should be noted that an important adjustment faced by any enterprise in the process of transformation is the change of internal and external environment, which will directly affect the formulation and implementation of enterprise transformation strategy.

With the increasing necessity of enterprise transformation, many scholars and relevant managers have paid more attention to this content in their research. For the textile enterprises studied in this paper, due to the great changes in both internal and external environments, especially the impact of the Internet environment, not only the external operation of apparel enterprises has brought challenges, but also has a direct impact on the internal capabilities of apparel enterprises. Ginsberg (1988) proposed that the core of a company's strategic transformation is its management ability, and the improvement and enrichment of its management ability can promote the progress of the enterprise. Barker et al. (1997) proposed in their research that how an enterprise should transform its business layer in strategic transformation should be based on market growth, and put forward more than a dozen indicators from different aspects for measurement. At the same time, it is pointed out that the transformation of business layer is mainly to determine whether the products can obtain more significant advantages over competitors in the market. Liu Liru should highlight the quality, style and technology of clothing in the business of clothing enterprises. Hoskisson and Hitt (1988) proposed that technological factors should be highlighted in the strategic transformation of enterprises, so technological input should account for a large proportion in the transformation cost. Especially in the transformation of the business layer of an enterprise,

the new transformation capabilities obtained through technology are longer lasting and cannot be easily copied by competitors, which is very important for the optimization of enterprise competition.

2.3.3. Relevant theories of digital transformation strategy

In 1912, Joseph Schumpeter put forward the concept that technological innovation was equal to economic development through the Theory of Economic Development, from which economic development was given a new definition, that is, the implementation of new combinations. Two other economists, Perez and Soit, successively summarized the concepts of "window of opportunity" and "leapfrog" for economic development. Through the development of emerging technologies, developing countries get rid of the shackles of old technologies and old systems, obtain new development opportunities, and promote the improvement of economic level through the development of emerging industries. The development of advanced technology also creates a new development window for more countries and enterprises, the breakthrough of the old technology system and the new technology system

The birth promoted the birth of the concept of "model," and the countries and enterprises that took the lead in the early stage of the industry will still have the advantage in the process of model transformation. The theoretical research community proposes that a model, as a sample and norm, not only has internality, externality and reference, but also must have universal applicability. The development of modern enterprises needs to actively find the appropriate mode to adapt to their own development and explore a good path to promote the transformation of enterprises. Path represents the switch between different modes of industry

development to find the best mode to promote the development of enterprises.

Source: China Academy of Information and Communication Technology, 5G+ Cloud

+AI, Engine in the Digital Era, December 2019.

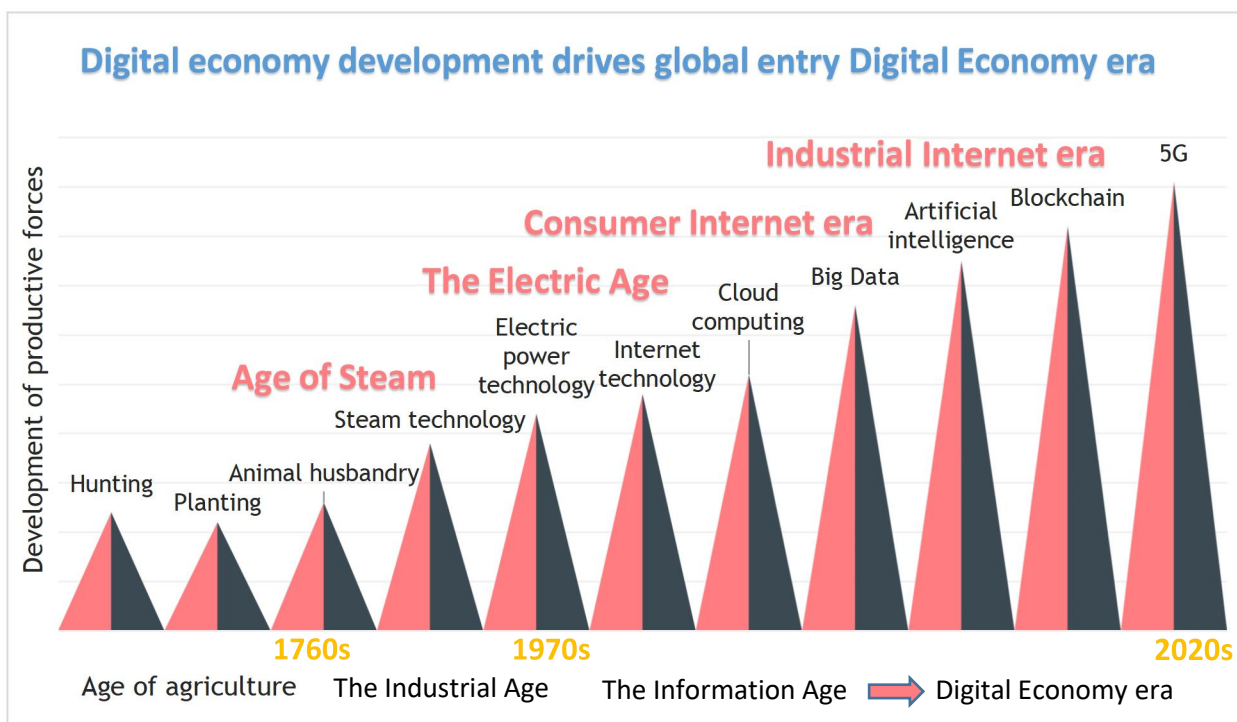


FIG 2.4 The development of digital economy promotes the global digital economy era

Information technology has played a great role in promoting the development of the world. We have experienced the industrial age from the agricultural age, and now we have arrived at the digital economy age. In this process, enterprises can seize the opportunities of The Times and realize rapid changes, so that they can obtain more development opportunities.

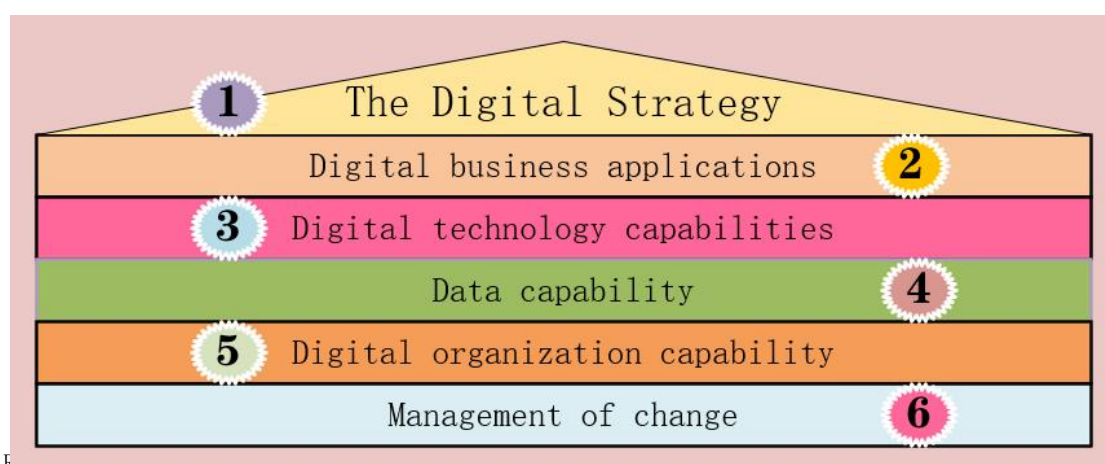
How to transform an enterprise should start from how to solve the problem of transformation, which includes industry, organizational management and technological innovation. The transformation of A company means a development mode finally determined based on the history and current situation of the development of Turkmenistan's garment industry, combined with the current macro environment and internal factors of the enterprise. The transformation path reflects the structure and economic mechanism of this industry. From

the perspective of enterprises, transformation means that enterprises carry out changes in organization, management, technology, marketing and other major links. Therefore, it can be seen from the above point of view that an enterprise is affected by many factors in the process of transformation, such as industrial evolution law, external environment, internal capabilities of the enterprise, etc. This paper will also start from these aspects to study and select the digital transformation strategy of Company A.

It may be easier to understand the transformation path of enterprises from the perspective of the relationship between mode and paradigm. However, it is different. The transformation mode is essentially a static normative style, while the transformation path is a dynamic way. Because the situation of each enterprise is different, so the enterprise will gradually have its own personality in the development of a development path.

There is no paradigm that can be used as a formula for the development of every enterprise.

If the transformation mode, path and transformation strategy are compared together, the transformation strategy reflects the macro layout and the general direction of enterprise development. Enterprise development strategy is the overall planning of enterprise development from a macro perspective, which is based on the long-term development of the



enterprise. Finally, the transformation mode and path reflect a more obvious microscopical, compared with the former, this is a partial and different stage planning. Therefore, the transformation path must be based on the overall transformation strategy.

FIG 2.5 Enterprise digital maturity assessment framework

For the evaluation of enterprise digitalization, many scholars have put forward different evaluation indicators.

According to the operation principle of the traditional business model, if we want to reduce the cost of information acquisition and transmission, we need a more centralized organizational structure with higher efficiency. However, under the digital strategy, we cannot simply compare centralization and decentralization, mainly because the enterprise boundary is greatly expanded at this time, especially more inclined to ecological. Because the front end of the platform can be used to obtain more user information, the value of the underlying information will be higher. For the organization and operation of enterprises, user information has a very great influence, so it is necessary to have a more intelligent front end to collect and process user information, to obtain more diversified and accurate needs. Then through the support and guarantee of the background and middle stage, the ultimate purpose of serving customers to meet their needs is completed.

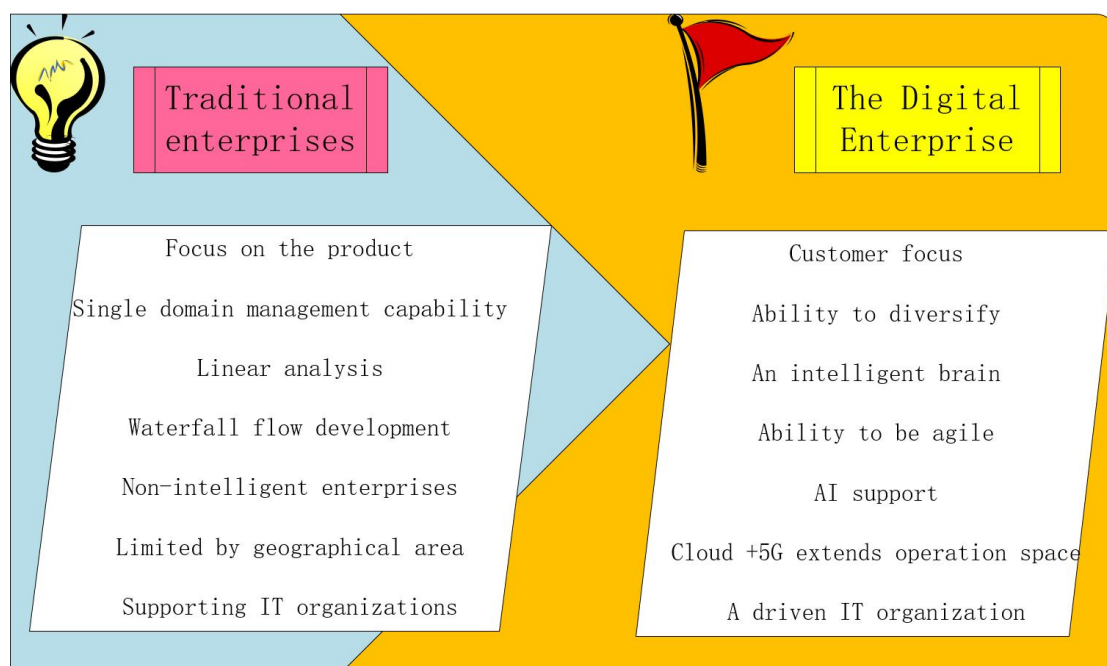


Figure 2.6 Main characteristics of digital enterprises and traditional enterprises

It can be seen from Figure 2.6 above that there are many obvious differences between digital strategy and traditional enterprises. Therefore, the formulation and implementation of the whole digital strategy are centered on the core of service.

In the process of digital transformation of enterprises, organizational reform is a basic guarantee and an important part of digital transformation. The so-called platform organization is not a new definition, and many enterprises have made more attempts and accumulation in this aspect.

Especially since 2000, the rise of the Internet has enabled enterprises to see new opportunities in their development. Then, some other enterprises further innovate on the basis of the experience of these first-comers, and gradually summarize a new organizational form of "background + middle platform + front + ecology" (Xin, Chen and Hou, 2019).

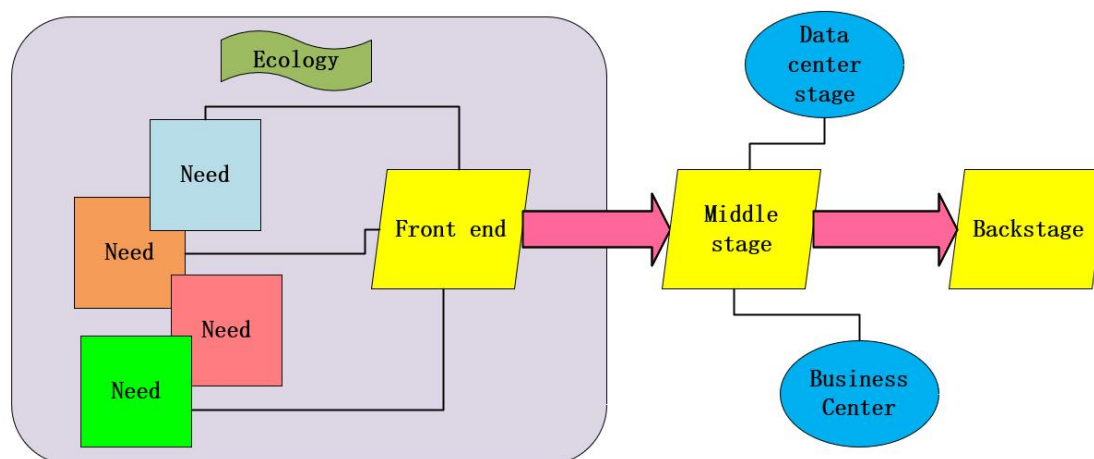


Figure 2.7 Schematic diagram of platform organization

Figure 2.7 shows the main composition of the organizational form of this platform. The front end has an obvious feature, that is, diversification, which is conducive to meeting the market demand, and the middle stage mainly plays the role of horizontal coordination, so it is extremely important to maintain the stability of the organization. The background serves as a stable part to ensure the normal operation of the aforementioned two parts, and also coordinates some external factors.

3 Analysis of the external environment of digital transformation of A clothing enterprise in Kyrgyzstan

3.1. PEST analysis of external macro environment

3.1.1. Economic environment

Kyrgyzstan has undergone significant economic changes in the past two decades. After the collapse of the Soviet Union in 1991, Kyrgyzstan faced a difficult transition to a market-oriented economy. The country experienced a period of economic decline and political instability in the 1990s, but in the early 2000s, it began to implement economic reforms and attract foreign investment. The country's economy grew rapidly in the mid-2000s, with annual growth rates averaging around 7-8%. However, this growth was based mainly on the

development of the gold mining industry and remittances from Kyrgyz workers abroad, and was not sustainable in the long term. The global financial crisis of 2008-2009 had a significant impact on Kyrgyzstan's economy, leading to a decline in growth and an increase in poverty and unemployment.

Currently, Kyrgyzstan's economy is still heavily dependent on the mining sector, with gold accounting for over half of the country's exports. The country is also a major transit route for goods between China and Central Asia, and has potential as a regional transport and logistics hub. However, the country faces significant challenges, including a high level of corruption, political instability, and an inadequate infrastructure. Kyrgyzstan is also vulnerable to external shocks, such as fluctuations in commodity prices and changes in global economic conditions. The country's main trading partners are Russia, Kazakhstan, China, and Turkey. In recent years, Kyrgyzstan has sought to improve its economic ties with China, particularly through the Belt and Road Initiative, but this has also raised concerns about the country's dependence on Chinese investment and influence.

According to Google Data, the GDP growth of Kyrgyzstan from 2011 to 2020, with each year's growth rate represented by a different colored bar. As we can see from the chart, Kyrgyzstan has experienced fluctuations in its GDP growth over the last decade. The country experienced a significant economic contraction in 2015, with GDP growth dropping to -1.6%. However, the economy has since rebounded, with positive GDP growth rates in each year following 2015. The highest growth rates were achieved in 2013 (10.8%) and 2017 (4.5%). The most recent year on the chart, 2020, saw a GDP growth rate of 1.8%.

According to Google Data, the GDP growth of Kyrgyzstan from 2011 to 2020, with each

year's growth rate represented by a point on the line. As we can see from the chart, Kyrgyzstan has experienced fluctuations in its GDP growth over the last decade. The country experienced a significant economic contraction in 2015, with GDP growth dropping to -1.6%. However, the economy has since rebounded, with positive GDP growth rates in each year following 2015. The highest growth rates were achieved in 2013 (10.8%) and 2017 (4.5%). The most recent year on the chart, 2020, saw a GDP growth rate of 1.8%. The line chart allows us to see the trend of Kyrgyzstan's GDP growth over the last 10 years, with the general trend being a gradual increase after the contraction in 2015.

3.1.2. Political environment

The political environment in Kyrgyzstan over the past five years has been marked by a series of political upheavals and instability. In October 2020, protests erupted in response to allegations of vote-buying and fraud in the parliamentary elections. The protests quickly escalated and led to the resignation of the president and the prime minister, and the appointment of a new interim government. The new government promised to hold new elections within six months and undertake constitutional reforms. However, the country's political situation remained unstable, with continuing protests and clashes between different factions. In January 2021, the country held new presidential elections, which were won by Sadyr Japarov, a former nationalist lawmaker who was imprisoned for his involvement in a kidnapping case.

Since Japarov's election, there have been some positive developments in Kyrgyzstan's political landscape, including the adoption of a new constitution and the appointment of a new government. However, concerns remain about the government's commitment to democratic

norms and the rule of law. There have been reports of political repression, censorship, and the persecution of opposition figures and journalists. The situation in Kyrgyzstan is also complicated by the country's geopolitical position, with Russia and China both vying for influence in the region. Overall, the political environment in Kyrgyzstan remains volatile and unpredictable, with many challenges and uncertainties ahead.

Year	Population	Male Ratio	Female Ratio	Population Density (km ²)	Growth Rate
2010	5,362,833	49.4%	50.6%	29.3	2.3%
2011	5,426,369	49.4%	50.6%	29.7	1.2%
2012	5,491,547	49.4%	50.6%	30.2	1.2%
2013	5,557,922	49.4%	50.6%	30.6	1.2%
2014	5,625,520	49.4%	50.6%	31.1	1.2%
2015	5,694,352	49.4%	50.6%	31.5	1.2%
2016	5,764,433	49.4%	50.6%	32.0	1.2%
2017	5,835,777	49.4%	50.6%	32.5	1.2%
2018	5,908,399	49.4%	50.6%	32.9	1.2%
2019	5,982,301	49.4%	50.6%	33.4	1.2%
2020	6,057,564	49.4%	50.6%	33.9	1.2%
2021	6,134,194	49.4%	50.6%	34.4	1.2%

Table 3.1.2. Demographic structure and population Growth rate of Kyrgyzstan

The table shows the population of Kyrgyzstan from 2010 to 2021, with the number of people, male and female ratio, population density (km²), and growth rate for each year. As we can see from the table, the population of Kyrgyzstan has been steadily increasing over the past decade, with a growth rate of around 1.2% each year. The male and female ratio has remained fairly constant over the years, with slightly more females than males in the population. The population density has also been gradually increasing, reflecting the growth

of urban areas in the country.

3.1.4. Technical environment

The internet industry in Kyrgyzstan is still in its nascent stages but has seen rapid growth over the last few years. According to a report by Datareportal, as of January 2021, the internet penetration rate in Kyrgyzstan was 23%, with a total of 1.7 million internet users. The report also states that social media is the most popular online activity in the country, with Facebook being the most widely used social media platform. Additionally, mobile internet usage has increased significantly in recent years, with over 70% of internet users accessing the internet through their mobile phones.

Despite the growth of the internet industry in Kyrgyzstan, there are still challenges that need to be addressed. The country has a relatively low fixed broadband penetration rate, with only 3.3% of the population having access to fixed broadband internet. This is due to a lack of infrastructure and investment in the sector. Additionally, the country lacks a comprehensive legal framework for regulating the internet, which has led to concerns over online privacy and the spread of misinformation. However, the government has recently taken steps to address these issues, such as passing a data protection law in 2019 and launching initiatives to promote the development of the digital economy. As such, there is potential for further growth and development in the internet industry in Kyrgyzstan in the coming years.

3.2 Analysis of the five forces model of the apparel industry environment in Kyrgyzstan

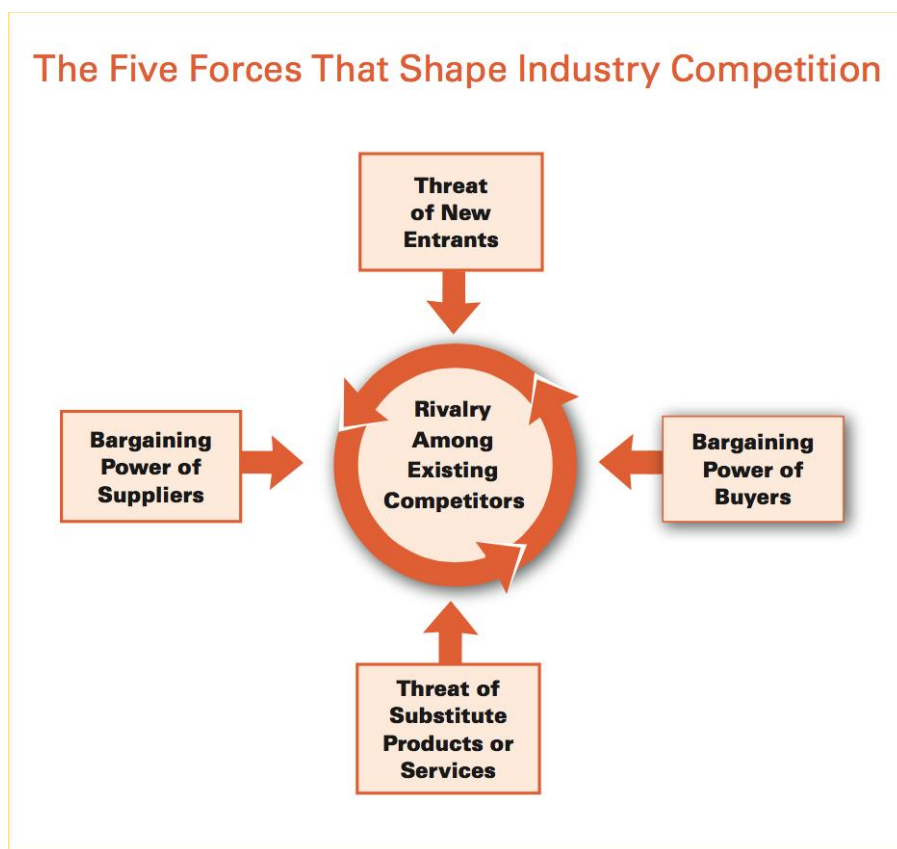


Figure 3.1 Porter's five forces model

Here is an analysis of the clothing industry environment in Kyrgyzstan using Porter's

Five Forces model:

(1) Threat of new entrants: The clothing industry in Kyrgyzstan is highly competitive, with a large number of small-scale producers and retailers. However, the industry requires significant capital investment for large-scale production and marketing, which may discourage new entrants. Additionally, the industry is highly regulated, with strict import/export controls and quality standards, which may also deter new entrants.

(2) Bargaining power of suppliers: The clothing industry in Kyrgyzstan heavily relies on imported raw materials and machinery. Therefore, the bargaining power of suppliers, who are mostly foreign, is high. This dependence on foreign suppliers also makes the industry

vulnerable to changes in exchange rates and international trade policies.

(3) Bargaining power of buyers: The bargaining power of buyers in the clothing industry in Kyrgyzstan is relatively low. The industry is dominated by a few large retailers, who have significant bargaining power over small-scale producers. However, there is a growing demand for high-quality and locally produced clothing, which may increase the bargaining power of buyers over time.

(4) Threat of substitutes: The clothing industry in Kyrgyzstan faces a threat of substitutes from alternative clothing materials such as synthetic fabrics and fast fashion. Additionally, the industry faces competition from imported clothing, which is often cheaper than locally produced clothing. However, the demand for locally produced and traditional clothing is increasing, which may mitigate the threat of substitutes.

(5) Competitive rivalry: The clothing industry in Kyrgyzstan is highly competitive, with a large number of small-scale producers and retailers. However, there are a few large players in the industry who dominate the market. The industry is also fragmented, with a lack of cooperation and coordination among producers and retailers. This competitive rivalry has led to a focus on cost-cutting and low-profit margins, which may hinder the growth and development of the industry.

3.2.1. Threat of new entrants

Kyrgyzstan's garment industry faces several challenges if it wants to enter the global market. Firstly, the industry needs to address the issue of low productivity and efficiency, which has resulted in high production costs and low-quality products. This could be improved through investment in technology, training of workers, and better management practices.

Secondly, Kyrgyzstan's garment industry needs to establish strong and reliable supply chains to meet the demands of the global market. This requires building relationships with international suppliers and distributors, as well as developing efficient logistics and transportation systems.

Thirdly, the industry needs to comply with international trade regulations and standards, which can be a complex and expensive process. This includes meeting environmental and labor regulations, as well as adhering to quality and safety standards.

The entry of other clothing enterprises from the global market into Kyrgyzstan's clothing industry could also bring new threats to the local industry. These enterprises may have access to larger capital resources and advanced technologies, which could result in increased competition and market consolidation. This could lead to a shift in demand from local producers to international brands, resulting in reduced market share and revenue for the local industry.

Furthermore, the entry of international brands could lead to the exploitation of cheap labor and resources in Kyrgyzstan, which could undermine the country's labor standards and environmental sustainability efforts. This could result in negative publicity and boycotts from international consumers, further damaging the reputation and competitiveness of the local industry. Therefore, it is important for the industry to prioritize sustainable and ethical production practices to mitigate these risks and ensure long-term growth and success in the global market.

3.3. External motivation of digital transformation of Kyrgyzstan Company A

One example of a garment enterprise in Kyrgyzstan is "Company A". This company

produces women's clothing and exports its products to Russia, Kazakhstan, and other countries in the region. The need for digital transformation in the garment industry is driven by both internal and external factors.

Internally, Company A faces challenges in terms of low productivity and quality due to outdated production methods and a lack of modern equipment. The company also struggles with inefficient inventory management and supply chain logistics, which results in longer lead times and higher costs. Digital transformation can help address these internal challenges by optimizing production processes, automating inventory management, and improving supply chain visibility and coordination.

Externally, Company A faces increased competition from international brands that have greater resources and are able to leverage advanced digital technologies to improve their operations and customer experiences. These international brands also have greater marketing and distribution capabilities, which enable them to reach a wider audience and capture a larger market share. Digital transformation can help Company A compete with these external threats by enabling the company to develop its own digital marketing and distribution channels, enhance its online presence, and improve its customer engagement and retention.

Overall, digital transformation is critical for Company A and other garment enterprises in Kyrgyzstan to remain competitive in the global market and meet the evolving demands of customers. By leveraging digital technologies to optimize their operations, improve their products and services, and enhance their customer experiences, these enterprises can overcome internal and external challenges and achieve long-term growth and success.

4 Analysis of internal factors of digital transformation of A apparel enterprise in Turkmenistan

4.1. Company Profile

Company A is a clothing company based in Bishkek, the capital city of Kyrgyzstan. The company was established in 1998 and specializes in producing women's clothing, including traditional Kyrgyz clothing, such as bishkek and ala kiyiz. Company A's products are sold in Kyrgyzstan and exported to other countries in Central Asia, including Kazakhstan, Uzbekistan, and Russia.

The company has a reputation for producing high-quality garments that incorporate traditional Kyrgyz designs and embroidery. Company A's production process involves a combination of handcrafting and machine work, with a focus on using natural materials such as silk, cotton, and wool. The company employs skilled artisans and designers who are able to create unique and authentic clothing designs that reflect the cultural heritage of Kyrgyzstan. Overall, Company A is a well-established clothing brand in Kyrgyzstan that has gained recognition for its commitment to quality and cultural authenticity in its designs.

4.2. Enterprise resources and capabilities

4.2.1. Organizational Structure

A typical organizational structure for a clothing company like Company A may include the following departments:

1. **Management:** The management team consists of the owner or CEO, who oversees the overall direction and strategy of the company, as well as other executives who are responsible for specific functional areas such as finance, marketing, and operations.

2. Design: The design team is responsible for creating new clothing designs, developing patterns, and selecting fabrics and other materials. This department may include fashion designers, textile designers, and product developers.

3. Production: The production department is responsible for manufacturing and assembling the garments. This may include cutting, sewing, and finishing processes. The production team is typically composed of skilled workers who are trained in the specific techniques used by the company.

4. Quality control: The quality control department is responsible for ensuring that the finished products meet the company's standards for quality and consistency. This department may conduct inspections and tests at various stages of the production process.

5. Sales and marketing: The sales and marketing department is responsible for promoting the company's products and securing orders from customers. This may include developing marketing campaigns, attending trade shows and events, and building relationships with customers and suppliers.

6. Administration: The administration department handles the day-to-day operations of the company, including accounting, human resources, and IT. This department ensures that the company's systems and processes are running smoothly and that all employees are supported in their work.



Figure 4.1A Organizational structure of the company

4.2.2. Human Resources

Company A, like many companies in Kyrgyzstan, faces challenges in recruiting and retaining skilled employees due to a competitive labor market and a shortage of highly skilled workers. However, the company has established a reputation for treating its employees well and providing a supportive work environment. Company A offers its employees competitive salaries, benefits, and opportunities for professional development. The company also prioritizes the training and development of its employees, providing them with the skills and knowledge they need to excel in their roles.

In terms of diversity and inclusion, Company A has made efforts to recruit and retain employees from a range of backgrounds and experiences. The company recognizes the importance of diversity in driving innovation and creativity, and seeks to create a workplace where all employees feel valued and supported. Company A also prioritizes the health and

safety of its employees, providing them with a safe and comfortable working environment and taking steps to ensure that they are protected from workplace hazards. Overall, Company A's human resources policies and practices reflect the company's commitment to creating a positive and supportive work environment for its employees.

4.2.3. Financial situation

As a privately-owned clothing company in Kyrgyzstan, Company A has not released any official financial statements or reports. However, based on its reputation and performance in the local market, it is widely believed to be a financially stable and profitable enterprise. Company A has established itself as a leading brand in the Kyrgyz clothing industry, known for its high-quality products and innovative designs. The company has a strong customer base in Kyrgyzstan, with a loyal following of customers who value the quality and craftsmanship of its clothing.

In recent years, Company A has also expanded its operations into other markets in Central Asia and beyond. This expansion has helped to increase the company's revenue and profitability, and has positioned Company A as a major player in the regional clothing industry. Overall, while the exact financial situation of Company A remains unknown, the company's strong reputation and performance in the local and regional markets suggest that it is a financially stable and successful enterprise.

4.2.4. Production capacity analysis

Company A, as a leading clothing company in Kyrgyzstan, has a significant production capacity to meet the demand for its products. The company has invested heavily in modern production technologies, equipment, and processes to ensure that it can produce high-quality

garments efficiently and effectively. Company A's production facilities are equipped with state-of-the-art machinery, which allows for the efficient and automated production of clothing. The company has also implemented strict quality control processes to ensure that its products meet the highest standards.

In addition to its investment in technology, Company A also has a large and skilled workforce dedicated to the production of its garments. The company employs a team of experienced designers, tailors, and other production staff, who work together to create the highest quality products. Company A's production process is designed to be flexible and adaptable, allowing the company to respond quickly to changes in demand and to create custom products for its clients. Overall, Company A's production capacity is a key strength of the company, allowing it to meet the needs of its customers and to maintain its position as a leader in the Kyrgyz clothing industry.

4.3. Value Chain Analysis

Introducing internet technology can play a crucial role in promoting the digital transformation of Company A. The company's current organizational structure features multiple departments that could benefit from the integration of internet technology, including production, design, marketing, and sales. By incorporating technology into these departments, Company A can streamline its operations, increase efficiency, and improve its overall performance.

One key area where internet technology could be implemented is in the design department. Company A's designers could use digital tools to create and modify designs, allowing for more efficient design processes and reducing the need for physical prototypes.

Additionally, the company could use internet technology to collaborate with designers and customers remotely, enabling the design team to work with individuals and companies around the world.

Another area where internet technology could be implemented is in the marketing and sales departments. The company could use digital marketing techniques to reach a wider audience, such as through social media, targeted online advertising, and email marketing. Company A could also create an e-commerce platform to sell its products online, allowing customers from around the world to purchase its products easily and efficiently. Additionally, the company could use internet technology to analyze customer data, allowing it to better understand its customers' needs and preferences and to tailor its marketing and sales strategies accordingly.

Overall, introducing internet technology to Company A could significantly enhance the company's digital transformation efforts, increasing efficiency, improving performance, and helping the company to remain competitive in the global clothing industry.

4.4. Analysis of industry chain value

From the analysis of industrial chain structure, the industrial chain of Turkmenistan A clothing company covers several links such as garment design, fabric procurement, garment production and marketing.

4.4.1. Product Design

Company A, like many clothing companies, faces challenges in product design. One of the most significant problems the company faces is the need to keep up with changing fashion trends while maintaining its unique brand identity. The fashion industry is constantly evolving,

and staying ahead of the curve requires a deep understanding of fashion trends and a willingness to take risks. However, Company A must balance this with its own brand identity, which is built around a specific aesthetic and target audience. Finding the right balance between these two competing demands can be difficult, and failure to do so can result in products that do not resonate with customers.

Another product design problem that Company A faces is the need to create designs that are both aesthetically pleasing and functional. Clothing is not only about looking good but also about serving a purpose, whether that be keeping the wearer warm in cold weather, protecting them from the sun, or allowing for ease of movement. Company A must design products that are both stylish and functional, which requires a deep understanding of fabrics, construction techniques, and the needs of its target audience. Failure to do so can result in products that do not perform well, which can lead to poor reviews, low sales, and damage to the company's reputation.

Overall, Company A faces significant challenges in product design, requiring the company to stay up-to-date with fashion trends while maintaining its brand identity and creating products that are both aesthetically pleasing and functional.

4.4.2. Fabric purchase

As a clothing company, Company A faces several challenges when it comes to purchasing fabrics. One of the main problems the company faces is the availability of high-quality fabrics. Kyrgyzstan is not known for its textile industry, so Company A may need to source fabrics from other countries. This can be expensive and time-consuming, as the company must find suppliers that can meet its quality standards and shipping fabrics

internationally can add significant costs. Additionally, there may be issues with customs and import regulations, which can lead to delays in receiving the fabrics.

Another problem Company A may face when purchasing fabrics is the need to balance cost and quality. High-quality fabrics can be expensive, and Company A may need to make decisions about whether to invest in more expensive materials or settle for lower-quality fabrics to keep costs down. However, this decision can have a significant impact on the final product. Using low-quality fabrics can result in products that do not meet customers' expectations, leading to poor reviews and low sales. Balancing cost and quality is a delicate balancing act that requires careful consideration of the company's financial situation and target audience.

4.4.3. Production

Company A, like any other clothing company, faces several production-related challenges. One of the primary problems the company may face is maintaining consistency in the production process. Each garment must be made to the same standard of quality, fit, and finish. This can be challenging, especially if the company relies on manual labor. Any variation in the production process can result in products that do not meet customer expectations, leading to returns, refunds, and negative reviews.

Another production-related problem that Company A may face is meeting production deadlines. Clothing companies are often under pressure to deliver products quickly to meet demand, especially during peak seasons. However, delays in the production process, such as delays in the arrival of raw materials, can make it difficult to meet these deadlines. This can result in lost sales, dissatisfied customers, and lost business opportunities. To address these

issues, Company A may need to implement a more efficient production process, such as using automated machinery, and develop better relationships with suppliers to ensure timely delivery of raw materials.

4.4.4. Terminal sales

Terminal sales are the final stage of the supply chain, and it is crucial for clothing companies like Company A to have an efficient and effective distribution network. One of the problems that Company A may face is the lack of a robust sales and marketing strategy. The company may struggle to find the right channels to reach their target audience and promote their products effectively. In today's digital age, it is essential to have an online presence to attract customers and create brand awareness. Therefore, Company A may need to invest in digital marketing techniques, such as social media advertising, to reach a wider audience and drive sales.

Another problem that Company A may face is the competition from other clothing companies. There are several local and international clothing companies that offer similar products, and Company A may find it challenging to stand out in a crowded market. To address this issue, Company A may need to focus on creating a unique brand identity and offering unique product features that differentiate them from their competitors. The company may also need to conduct market research to identify the latest fashion trends and customer preferences and adjust their product offerings accordingly. Additionally, Company A may need to explore new markets outside of Kyrgyzstan to expand their customer base and increase their sales revenue.

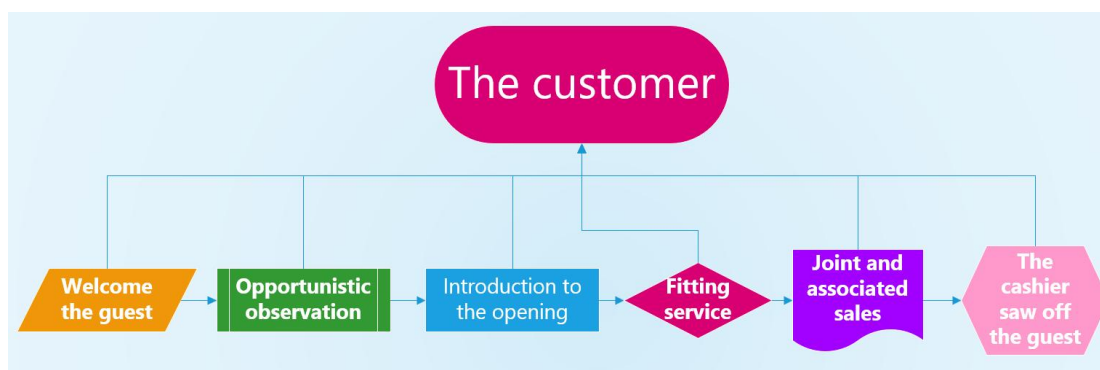


Figure 4.3 Clothing terminal sales of Company A

5 Kyrgyzstan A clothing company digital transformation strategy

5.1 Demand analysis of Company A's digital strategy transformation

According to statistics from the National Bureau of Statistics of Kyrgyzstan, the revenue of garment enterprises in Kyrgyzstan with a scale above the industry reached \$12,344,000 in 2017. However, by 2020, this figure had increased significantly to \$6,372.6 million, more than three times the previous amount. In 2017, the total profit of the garment industry in Kyrgyzstan was \$8.39 million, which expanded to \$12.373 million in 2020, representing an increase of over 50%. Despite these positive financial trends, the total number of garments produced in the industry decreased from 38.78 million in 2017 to 26.58 million in 2020. This indicates that the garment industry in Kyrgyzstan has been promoting structural adjustments through digital transformation, resulting in improved profit margins, reduced inventory proportions, and overall industry development changes.

Currently, the garment industry in Kyrgyzstan is relatively less digitized compared to companies in other countries. However, businesses worldwide are

rapidly adopting digital technologies in their daily operations. For instance, Shenzhou International has implemented automatic cutting machines capable of cutting 20,000 pieces of standard cloth daily, with an 80% utilization rate of finished products.

Additionally, Uniqlo has embraced robot warehouse management, achieving a 90% human replacement and almost complete automation of warehouse operations. The clothing market in Kyrgyzstan needs to accelerate its digital strategic transformation to meet the demands of the main consumer groups, such as the post-80s and post-90s generations, who prioritize differentiation and personalization of clothing.

Since 2015, the development of internet e-commerce industry in Kyrgyzstan has accelerated. The penetration rate of online clothing sales increased from 4.5% in 2016 to 14.8% in 2019, indicating significant growth and changes driven by digital strategic transformation in the Kyrgyzstan clothing market. These data highlight the market demand and the alignment of the digital strategic transformation for clothing enterprises in Kyrgyzstan.

5.1.1. Market demand of Company A's digital strategy transformation

The digital development mode has become an increasingly popular choice for enterprises worldwide, and it is also an inevitable trend in the modern commercial and social environment. In line with this trend, digital development in Kyrgyzstan is also accelerating. Traditional manufacturing industries, including the garment industry, must embrace the digital development process to remain competitive and avoid the risk of being eliminated from the market. Company A, a clothing company in Kyrgyzstan, recognizes the need to conform to the digital development process of the

entire commercial society. By doing so, they can stay relevant, address various challenges encountered during their development, and formulate appropriate strategies.



Figure 5.1 Value of Company A's digital transformation

To understand the feasibility and necessity of Company A's digital transformation, interviews were conducted with key personnel responsible for operation management, production, and marketing. The insights gained from these interviews can be summarized as follows:

(1) The head of the sales department acknowledged the main problems faced by

the company, particularly the high inventory ratio. Due to its nature as a traditional garment enterprise, Company A has relied on its supply quantity to drive changes in the consumer market. However, the consumption volume by the post-80s and post-90s generations has increased, and their demands for personalized and differentiated clothing products have grown. Additionally, competition within the Turkmen clothing market has intensified, leading to issues such as insufficient product differentiation, oversupply, and increased inventory pressure. To address these challenges, the implementation of digital strategic transformation can utilize big data analysis and internet information transmission to accurately grasp consumer demand, produce marketable clothing products, and improve logistics management to minimize inventory overhang.

(2) The person in charge of operation management highlighted the limitations of traditional marketing models. Company A has predominantly relied on billboards, store publicity, and other conventional marketing approaches, which incur high costs but yield limited transactional results. Recognizing the influence of internet social media, online push, and fashion videos on consumer decisions in the modern clothing market, Company A aims to collect and analyze data more accurately through digital marketing. This approach enables them to make more efficient marketing decisions, quantitatively measure and control marketing efforts, and enhance overall marketing efficiency and results.

(3) The person in charge of the production department emphasized the inflexibility of Company A's production mode. The traditional garment industry

involves multiple complex processes, which demand significant labor and offer limited room for change. Changes in market demand can disrupt previous production preparations, leading to reduced operational efficiency. Through digital strategic transformation, Company A can achieve flexible production by utilizing big data to evaluate consumer data, predict market trends, and guide production more accurately. This includes adopting a replenishment mode of high frequency and small batches to meet market demand.

(4) The head of operations acknowledged the rigidity of the current management model, which is detached from the development trends of modern commercial enterprises. Company A's top-down management approach, while effective for mass production, hinders their ability to receive timely market information and adapt to market dynamics. By implementing digital strategic transformation, Company A can flatten its organizational structure, accelerate the dissemination of information, and improve internal management accuracy through the supervision of big data. This will enhance overall management efficiency and promote employee development and engagement.

Based on the investigation and analysis of Company A's current production and development status, as well as the analysis of the current market demand in Kyrgyzstan, it is evident that a digital strategic transformation is necessary for the company. This transformation aligns with the environmental requirements of the digital transformation in the Kyrgyz clothing market and addresses existing operational challenges. The feasibility of Company A's digital strategic transformation

can be further analyzed through a SWOT analysis.

5.2 SWOT analysis of digital transformation of A clothing Company in Turkmenistan

5.2.1. Advantages

(1) Financial Advantage

Company A, in recent years, has demonstrated a strong financial performance and maintained a loyal customer base. Analyzing the enterprise's financial data, it is evident that Company A has consistently achieved profitability and witnessed year-on-year growth in operating income, indicating a stable market share. The company's profitability further signifies a solid foundation for its development.

For successful implementation of digital strategic transformation, Company A requires substantial capital to support channel construction and resource acquisition. Therefore, a strong financial position is crucial. Currently, Company A boasts a favorable financial situation, and its sustained profitability serves as a driving force for digital transformation.

(2) Management Advantage

Company A exhibits a relatively simple organizational structure with clear departmental divisions and vertical distribution. As the company has grown from a small scale to its present state, its success can be attributed to scientific management practices. Company A places great emphasis on talent development, enterprise innovation, and overall growth. Thus, in a Turkmenistan clothing industry that has yet to embrace high levels of digitalization, Company A's proactive pursuit of strategic transformation showcases its forward-thinking approach in the market. Additionally,

the company enjoys a highly dedicated and loyal workforce, enabling effective implementation of relevant policies and decisions.

This management advantage positions Company A for a smoother transition during the digital transformation process. Complex organizational structures often encounter greater challenges during transformation, as they can lead to information distortion and hinder the effectiveness of strategic decisions made at the higher levels of the company.

5.2.2 Disadvantages

(1) Single Product

Currently, Company A's product focus primarily revolves around women's fashion clothing, resulting in a limited product range. This singular product offering poses challenges for expanding the overall market share of Company A and restricts growth opportunities. Moreover, this product structure hinders the full utilization of the company's resources, leading to higher costs. Additionally, Company A's positioning in the mid-end clothing market limits its involvement in other markets, particularly the high-end segment, thereby impeding the development of a more valuable product portfolio.

(2) Lack of High-Quality Talents

Talent plays a crucial role in determining an enterprise's competitive advantage. To successfully carry out digital strategic transformation, Company A requires the support of skilled professionals. From strategic deployment to implementation, the company needs cross-disciplinary talents well-versed in clothing and the internet.

Unfortunately, Company A currently lacks such talent, hindering its ability to execute digital transformation effectively.

(3) Lack of Experience

Company A lacks relevant experience in digital strategy as it originates from a traditional clothing enterprise with conventional business philosophies and practices. To adapt to the changing environment and pursue new opportunities, Company A must embrace different changes and innovations during its digital strategy transformation. However, the company's traditional management concepts may limit the scope and implementation of the transformation, leading to incomplete changes and restricted execution of the transformation strategy.

5.2.3 Opportunities

(1) Promising E-commerce Market in Kyrgyzstan

For Company A, digital transformation aims to enhance enterprise management, production, and sales by leveraging technology, improve production efficiency, and enhance market competitiveness through digital concepts and means. The e-commerce market in Kyrgyzstan is currently emerging, with online and mobile shopping gaining acceptance among consumers. This presents a significant growth potential for the e-commerce market in Kyrgyzstan, providing Company A with an excellent opportunity to expand its market presence and enhance enterprise efficiency after digital transformation.

(2) Continual Technological Environment Optimization

Digital transformation relies on a supportive high-tech environment. Although

the technological environment in Kyrgyzstan is relatively weak, the government places considerable importance on domestic internet technology development and actively seeks foreign investment to boost information technology and networking in the country. As a result, the information network's technological environment in Kyrgyzstan is continually improving. This optimization of the technological environment provides better technology support for enterprise digital transformation, aligning Company A's development direction with the evolving clothing industry in Kyrgyzstan.

5.2.4 Threats

(1) Need for Technological Environment Improvement

For Company A, successful implementation of the digital transformation strategy relies on favorable technological conditions. The current external technological environment in Kyrgyzstan shows that certain advanced technologies are not yet mature due to the relatively late development and lower degree of domestic internet and digital technologies. This hampers the company's digital construction efforts and poses challenges to its digital transformation journey.

(2) Intense Competition

In the domestic garment industry of Kyrgyzstan, Company A holds a certain level of competitiveness and scale. However, the industry comprises not only local enterprises but also foreign brands and companies, including European, American, and Chinese enterprises with greater experience. In terms of digital strategy, developed countries and China have reached a relatively high level of e-commerce

development, and their enterprises possess significant digital strategy expertise. Consequently, in the digital landscape of Kyrgyzstan, these companies not only serve as sources of learning but also pose fierce competition for Company A. The company must learn from these competitors while emphasizing its own strengths, aligning them with its unique circumstances to establish a digital strategy tailored to its specific needs.

5.3 Strategic selection of digital transformation of Turkmenistan A Company

First, the SWOT matrix of Company A is obtained through the above SWOT analysis, providing a basis for the company's strategic choices:

SWOT Analysis Matrix of Company A		
Advantages	Disadvantages	Opportunities
(1) Financial advantage (2) Management advantage	(1) Single product (2) Lack of high-quality talents (3) Lack of experience	(1) Kyrgyzstan's e-commerce market prospect (2) Continuous optimization of technical environment
SO Strategy	ST Strategy	WT Strategy
(1) Expand e-commerce market and establish B2C and B2B platforms (2) Utilize technology upgrades to	(1) Build a brand-new corporate image (2) Cultivate and attract experienced professionals	(1) Establish brand characteristics (2) Enhance competitiveness of the enterprise

Table 5.3.1. SWOT analysis matrix of A Company in Kyrgyzstan

By analyzing the strengths and weaknesses of Company A and considering the external opportunities, the company can set objectives for its strategic transformation. The key focus is to address weaknesses and capitalize on external opportunities. Company A should undertake a strategic transformation based on the current trend of internet popularity and development in Kyrgyzstan. This involves integrating corporate resources, creating an online and offline business model, and maximizing resource utilization. The company should adopt a digital business philosophy throughout all aspects of production and sales, using internet tools to optimize

operations with an O2O model. Specific measures should be formulated and implemented based on the company's unique circumstances.

6 A Strategic safeguard measures for digital transformation of clothing enterprises

6.1 Organization Support

6.1.1 Adjustment of organizational structure

Currently, the pyramid-shaped management mode is commonly used by many clothing companies in the market, including Company A. This mode establishes a top-down functional system within the organizational structure, comprising positions such as general manager, director, department manager, and project manager.

However, with the increasing prosperity of the internet garment market, the entire garment industry is undergoing new changes. Company A, as a clothing company in Kyrgyzstan, needs to adjust its organizational structure to adapt to market changes. In the current online clothing market environment, adopting a product group structure can be a crucial option for Company A to restructure its organization, reducing the constraints of rigid central management. Under the product group mode, Company A can identify and categorize its main products, forming dedicated working groups for each major product. Each group would consist of 3-4 individuals, effectively mobilizing various resources within the company to support and enhance the efficient operations of each working group. This approach allows for flexibility and harnesses the advantages of different groups while optimizing resource

utilization.

6.1.2. Disruptive Organizational Innovation

During the process of digital transformation, organizational changes are essential to achieve the transformation goals. Technological advancements have altered enterprise operations and internal communication mechanisms. By utilizing technology, internal information within the company can be transmitted more efficiently, significantly improving communication within the organization. In the case of Company A, as the digital transformation strategy weakens internal organizational boundaries, the organization's form is likely to become more flexible and coordinated, facilitating greater adaptability and responsiveness.

In the case of Company A, a clothing company in Kyrgyzstan, the theory of digital transformation emphasizes the need for organizational change based on demand. By subverting the traditional organizational structure and creating a form with fewer basic employees and more senior managers, the overall capacity of the organization can be significantly enhanced. This transformation supports and ensures the improvement of Company A's competitiveness in future development.

6.2. Technical Support

Digital transformation in manufacturing enterprises, including Company A, involves rebuilding the business model using technology as a foundation. The application of new digital technologies plays a crucial role in implementing the transformation strategy effectively and achieving desired outcomes. Therefore, the following measures are proposed as safeguards:

6.2.1. Harnessing the power of big data analytics

Big data analytics, encompassing predictive and decision analytics, is a major driver of digital business transformation. Data-driven decision making is a central aspect of transformation that all industries focus on. In the process of implementing Company A's digital transformation strategy, the company should fully leverage big data analysis technology across all areas. This includes utilizing big data analysis to gather customer information, analyze the market, and provide insights for product research, development, and procurement. The application of big data analysis extends throughout Company A's entire supply chain.

6.2.2. Artificial intelligence and cognitive technology

The growth of technologies such as robotics, Internet of Things (IoT), machine learning, and artificial intelligence (AI) is fueling digital transformation. Companies that adopt these technologies early on can upgrade their competitiveness sooner. Therefore, in Company A's digital transformation journey, it is essential to introduce and utilize AI and cognitive technologies, particularly in areas such as research and development and online sales. These technologies can enable features like online fitting, compensating for the limitations of physical store sales.

6.3. Talent Security

6.3.1. Strengthening personnel training

Talent serves as the driving force behind enterprise development, and a high-quality talent team is the foundation for rapid growth. Company A, in its digital transformation, also requires a high-quality talent team to implement various

development strategies and plans. Strengthening induction training for new employees is crucial, covering not only work skills like product knowledge, platform operation, sales skills, and data management, but also corporate culture. This approach aims to build a talented team with excellent professional abilities and strong alignment with the corporate culture and brand.

6.3.2 Targeted personnel training

In addition to regular training activities, Company A should conduct personalized orientation training based on the specific requirements of different departments and positions. This approach enhances the overall capabilities of employees in each department. For example, training staff in the product department to select models and design products aligned with current market trends and consumer demands. Targeted talent training is crucial for Company A to quickly acquire the most suitable talents. Based on the contents and objectives of the company's digital transformation strategy, internal talent cultivation is prioritized. Targeted personnel training is carried out according to the needs of Company A's digital transformation strategy and analysis of different roles. This approach provides greater support for strategic transformation and ensures the achievement of strategic objectives.

6.3.3. Implementing a talent pool strategy

Company A can establish partnerships with universities to acquire talents. Through targeted support and continuous training, the company can proactively build a stable talent pool by reserving talents from different universities. This approach ensures a regular influx of fresh talent into Company A's talent team, creating a pool

of high-quality talents with competitiveness, learning ability, and development potential. The company uses technology to establish an enterprise talent pool, gaining a deeper understanding of its employees and capturing their skills and capabilities. The talent pool includes information about existing employees and also incorporates plans for the introduction of new talents, aligning with the long-term talent demand of Company A's digital transformation. By utilizing technology, the company can effectively manage the talent pool and have a comprehensive understanding of employee skills. This enables Company A to make informed decisions regarding talent acquisition and development.

6.4 Guarantee for Cultural Construction

6.4.1 Establishing the brand concept

In the modern commercial clothing market, where consumers hold a prominent position, building a brand culture has become crucial for enhancing brand competitiveness and appealing to consumers. To establish its brand culture, Company A should prioritize strengthening brand management throughout its entire operation process. Brand management is not a one-time task but requires a long-term, systematic approach. The company should focus on promoting and publicizing its overall brand culture through various activities, aiming to establish and maintain a strong brand image.

6.4.2 Emphasizing network customer satisfaction evaluation

Company A should actively promote interaction between consumers in the online clothing market and the corporate brand. This can be achieved by enhancing

consumers' understanding and familiarity with the company's brand culture. The ultimate goal of brand culture construction is to expand the brand's influence among consumers and increase its appeal. The company should strategically promote and disseminate brand culture among target consumer groups, utilizing personalized brand culture promotion measures. For instance, in online sales activities, effective communication between sales staff and consumers becomes a vital touchpoint for promoting the company's brand culture and image. Company A should focus on improving sales quality, service processes, and brand culture promotion to deliver a satisfactory experience to consumers, thereby positively influencing the company's brand image.

6.4.3 Prioritizing brand image

During brand culture construction, Company A should prioritize creating a personalized brand image that aligns with its unique characteristics. By establishing a distinct and personalized brand cultural image, the company can guide consumers to develop a deeper understanding and connection with its brand culture. Company A can actively participate in social events and craft activities to build a responsible corporate social image. Additionally, the company should innovate its marketing methods to provide practical benefits to consumers, further enhancing its brand image.

By implementing these measures for technical support, talent security, and cultural construction, Company A can successfully navigate its digital transformation journey, adapt to market changes, and enhance its competitiveness in the evolving

clothing industry.

7. Conclusion and Prospect

7.1 Research Conclusion

The research findings indicate that enhancing competitiveness through digital transformation is a crucial task for Company A and other clothing companies in Kyrgyzstan. The ability to undertake digital transformation early, quickly, and effectively allows companies to seize market opportunities. Therefore, analyzing Company A's external environment, internal resources, and the feasibility and necessity of digital transformation plays a significant role not only for the company itself but also for the digital transformation process of clothing enterprises in Kyrgyzstan.

The changing industry environment in Kyrgyzstan's garment industry reflects certain shortcomings in its development. With the country's rapid economic growth, there is an increasing demand for clothing. Domestic enterprises in Kyrgyzstan face significant pressure and limited room for growth. In the case of Company A, it has a low market share, lacks driving force for development, and experiences relatively low profitability. The transformation of Company A is driven by the need to upgrade the garment industry structure in Kyrgyzstan. As the industry's production factors shift from labor-intensive to knowledge and capital-intensive, innovation becomes crucial. The development of Internet technology has disrupted the traditional structure of garment enterprises. Online shopping, virtual fitting, personalized styles,

customization options, and high-end customization have made it challenging for companies like Company A, which previously focused on simple original equipment manufacturing (OEM), to continue thriving. Therefore, digital transformation is the only path for Company A's future development.

By analyzing the strengths, weaknesses, and external environment of Company A, it becomes evident that the company's production and management strengths provide a solid foundation for strategic digital transformation. The weaknesses in the company's development can be addressed through goal formulation during the transformation process. To capitalize on external opportunities, Company A should leverage the popularization and development of the internet in Kyrgyzstan. This involves resource integration, creating an "online + offline" business model, and maximizing resource utilization. All aspects of the enterprise, from production to sales, should be guided by a digital business philosophy, utilizing internet tools for control and adopting an online-to-offline (O2O) model as the core. By aligning with the company's specific circumstances, appropriate measures can be formulated and implemented.

During the implementation of Company A's digital transformation strategy, early internal integration is crucial, starting from product research and development. Building an O2O model based on consumer requirements and promoting online and offline cooperation are essential steps. The construction of an independent platform should consider combining platforms and e-commerce, with a focus on strengthening the development of an independent online internet platform. Company A should

optimize product management through the O2O e-commerce model, adopting an O2O business mode for inventory management, expanding product categories, and emphasizing category optimization. By leveraging internet technology, the company can provide consumers with new virtual experiences through e-commerce platforms.

Organizational change should be employed to achieve transformation goals, while technology facilitates improved internal communication and information transmission. Utilizing big data analysis, artificial intelligence, and cognitive technology can enhance the digital transformation process. Strengthening personnel training, particularly for targeted talents, establishing a stable talent pool, and regularly introducing fresh talent are necessary steps. Company A should also focus on brand culture construction, emphasizing brand management, promoting consumer engagement with the brand, and enhancing consumer awareness and understanding of the company's brand culture. Creating a personalized brand culture image is essential during this process.

7.2 Research Deficiencies and Prospects

This paper acknowledges certain deficiencies due to limitations in author abilities and objective conditions. The impact of the epidemic in Kyrgyzstan has affected the completion of planned investigations and interviews, resulting in limited primary data acquisition. The lack of comprehensive firsthand data hinders a thorough evaluation of the digital capability of Company A. The research methodology used in this study was relatively simple, and future studies should aim for more in-depth research to track the implementation and impact of Company A's digital

transformation strategy. Given the opportunity, further extended research should be conducted to obtain additional insights.

Furthermore, it is important to note that research on digital transformation in Kyrgyzstan's enterprise management is still in its early stages. This paper lacks a mature and suitable research foundation regarding the development patterns of enterprises in Kyrgyzstan. Additionally, the research methods employed could benefit from incorporating quantitative analysis and more sophisticated research tools to enhance the study's rigor and depth. Future research should aim to address these limitations and provide a stronger understanding of the digital transformation landscape in Kyrgyzstan's clothing industry.

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