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**DIGITAL ECONOMY AND INDUSTRY: TRENDS, COMPETENCES,
DIMENSION**

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Annotatsiya. Raqamli iqtisodiyot bizni o'rab turgan dunyoni tezda o'zgartirmoqda. Iqtisodiyotning virtualizatsiyasi tobora ortib bormoqda. Iqtisodiy munosabatlar sub'ektiv ob'ektlar sifatida yangi algoritmlar bilan to'ldiriladi. U tobora oshkora bo'lib bormoqda. Elektron axborot inqilobi mavjud iqtisodiy munosabatlarni raqamli iqtisodiyotga o'zgartirmoqda. Shunga ko'ra, sanoat munosabatlarida o'zgarishlar yuz bermoqda. Davlat muassasalari shakl jihatidan ham, mazmunan ham o'zgartirilmoqda. Ishlab chiqarish va iqtisodiy munosabatlardagi o'zgarishlarning o'ziga xos xususiyati shundan iboratki, axborotni ishlab chiqarish, tarqatish, almashtirish, iste'mol qilish va undan foydalanish jarayonlari boshqa iqtisodiy-iqtisodiy faoliyat turlariga nisbatan etakchi bo'lib qoladi.

Kalit so'zlar: biznes modellari, raqamli asr, transformatsiya, platforma texnologiyalari, investitsiyalar, Apple, Alphabet, Microsoft, Amazon, Facebook, Uber.

Аннотация. Цифровая экономика стремительно меняет мир вокруг нас. Виртуализация экономики растет. Экономические отношения как субъективные объекты дополняются новыми алгоритмами. Он становится все более прозрачным. Электронная информационная революция трансформирует существующие экономические отношения в цифровую экономику. Соответственно, изменения происходят в производственных отношениях. Государственные учреждения трансформируются как по форме, так и по содержанию. Специфика преобразований в производственно-экономических отношениях выражается в том, что процессы производства, распределения, обмена, потребления и использования информации становятся ведущими по сравнению с другими видами экономической и экономической деятельности.

Ключевые слова: бизнес-модели, цифровая эпоха, трансформация, платформенные технологии, инвестиции, Apple, Alphabet, Microsoft, Amazon, Facebook, Uber.

Annotation. The digital economy is rapidly changing the world around us. The virtualization of the economy is increasing. Economic relations as subjective objects are supplemented by new algorithms. It is becoming more and more transparent. The electronic information revolution is transforming existing economic relations into a digital economy. Accordingly, changes are taking place in industrial relations. Public institutions are being transformed both in form and in content. The specificity of transformations in production and economic relations is reflected in the fact that the

processes of production, distribution, exchange, consumption, and use of information become leading in comparison with other types of economic and economic activity.

Keywords: *business models, digital age, transformation, platform technologies, investments, Apple, Alphabet, Microsoft, Amazon, Facebook, Uber.*

Introduction. The world's leading companies are preparing to invest in knowledge. The world economy is gathering strength for another acceleration and in this, it should be helped by a new infrastructure - an ecosystem of industry digital platforms. Platform technologies in the transformation of business models of companies provide the implementation of one or more critical functions in a specific economic sphere; defined standards and procedures for the overall architecture of solutions, products; open or semi-open entrance for other companies, for the possibility of development based on networking and partnerships; admission of both complementary companies (suppliers of complementary goods and services) and competitors to participate in the development of the platform.

Some foreign experts note that "the world community is rapidly entering the era of the digital platform economy, in which the tools and mechanisms used based on the Internet and online platforms form the foundation of economic and social life."

Traditional business models include asset creators and service creators, and the digital age has predetermined the creation of two other types of business models - technology creators and networking company creators. World studies show that companies building their business according to the model of network interaction based on platform technologies note a 2-4 times increase in market value.

Like much in the digital economy, the collaborative economy instantly became a global phenomenon. According to the Price water house Cooper report, today's five key sectors of the collaborative economy (travel, car sharing, finance, human resources, and music/video streaming) have the potential to increase global economic revenues from \$ 15 billion in 2014 to 335 US \$ billion by 2025. We should expect the dynamics of the development of the digital joint economy in "heavy" industries.

Popular examples of this potential development already exist Airbnb in the hospitality industry and Uber in transportation. Both companies have shown that online platforms can be used to provide access to the use of assets globally. The companies have already surpassed the \$ 1 billion revenue estimate in less than a decade since their founding and achieved a market valuation of \$ 30 billion and \$ 66 billion, respectively, without numbers, apartments, or vehicles.

The success of the companies has led to the attraction of new entrants from other industries to participate in the joint economy. Uber, for example, is already being used to deliver cargo for air passengers at the right time and in the right place, leading to changes in the layout of airports, as the premises previously intended for this are no longer needed.

"We need to develop a National Concept of the Digital Economy, which provides for the renewal of all sectors of the economy on a digital basis. In this regard, we need to implement the Digital Uzbekistan 2030 program. The digital economy will increase GDP by at least 30 per cent and significantly reduce corruption. Analyzes authoritative international organizations also confirm this. Therefore, it is necessary to carry out a digital transformation in the economy,

develop national information technologies and attract investments "[6] said Shavkat Mirziyoyev, the President of the Republic of Uzbekistan. Culturally, the challenge of digital transformation is to rethink its role. Those who were once just data entry can now become more valuable as an analyst. Successful digital transformation requires an increased focus on security. Some of the world's largest companies have fallen victim to cyber-attacks. IP, personal information, and finances are constantly under threat. In the content of the digital world, corporate networks of the past no longer exist. Security must be built directly into all applications.

A networked business model, through a digital platform, is certainly effective in the digital economy and provides companies using it with an undeniable competitive advantage. Progressive traditional companies, whose business model cannot be transformed to maintain their business and gain a competitive advantage in the digital environment, have found a way out in a hybrid approach, which involves combining several types of business models, in particular:

- Several pharmaceutical companies develop new drugs (acting as technology creators) and manufacture these drugs (product creators);
- Most car companies produce cars (the main business model is product makers) while providing financial and insurance services (service creators), and increasingly providing new digital services (innovators).

Five well-known global companies such as Apple, Alphabet, Microsoft, Amazon, and Facebook are examples of successful practice of the hybrid approach to business model transformation; one of the components of today's success is the combination of the main business model with the business model of network interaction based on the digital platform. This allowed these companies to achieve synergies within their model, differentiate key elements of services in terms of growth, profitability, and market value, and become "digital super companies".

To manage and to create a successful business model of a company in the context of the development of the digital economy which meets the realities of an accelerating digital environment. It is necessary not only to connect to some digital platform but also to effectively manage the channels and capacities of its ecosystems and use them in a multilateral system model of business interaction on based on a digital platform.

In each economic sector, the most progressive companies that have embarked on the path of digital transformation are building new business models of direct network interaction based on digital platforms, for better and faster satisfaction of growing consumer demands, increasing the synergy effect of systemic business interaction through growth and increased profits, satisfied customers, improving business efficiency, reducing transaction costs.

As examples of successful practices of breakthrough digital transformation through the implementation of a business model based on network interaction through a digital platform, let us consider the experience of various global companies in the industry's most ready for digital transformation.

Industry. Manufacturing companies are actively involved in building a business model based on networking through digital platforms. So well-known world leaders like Bosch and Schneider Electric are actively involved in the creation and

implementation of IT services, and Siemens has committed itself to become a "digital industrial company", including staff training and reorganization of the company's business model. In April 2018, Siemens unveiled a portfolio of digital enterprise solutions to bring Industry 4.0, or the fourth industrial revolution, to life.

"By developing a range of solutions that complement each other, we have created the necessary technical platform for this transformation. By implementing solutions for the digital enterprise, our users and customers can unleash the full potential of the Industry 4.0 concept. Digital enterprise solutions are now helping our customers speed time-to-market and improve product quality while increasing flexibility and efficiency - all through ongoing projects. Their success is thus an undeniable proof of the benefits and value that Siemens solutions provide for discrete manufacturing and process industries," said Klaus Helmrich, Siemens Management Board Member at the Hannover Messe press conference

The focus is on the digital enterprise suite of offerings, which is constantly evolving with solutions to increase flexibility in design, manufacturing processes, and structures. These solutions include digital twin creation tools used today for virtual modelling of the entire value chain, along with a set of leading automation and cloud-based IoT solutions – Mind Sphere. Connecting to Mind Sphere is one of the foundational aspects of new data-driven business models for customers.

In the era of digitalization, reliable protection of confidential data is unthinkable without ensuring an adequate level of information security. In the field of information security of industrial applications and infrastructures, Siemens has already achieved significant success and does not intend to stop. Organizations in the industrial sector have access to a wide portfolio of products and services designed by the concept of "defence in depth". This portfolio includes solutions to protect factories and networks, and ensure system integrity.

The digital transformation of the process industries is already in full swing. With this in mind, Siemens offers its customers a portfolio of complete solutions with the integration of hardware and software components.

The aerospace industry considered the most developed in terms of digital transformation. To meet the high demand for products in this industry, productivity must be increased, and this is impossible without automation and complex integration of digital tools and workflows. By implementing Siemens digital enterprise solutions, small, medium, and large organizations can now gain additional advantages and successfully compete in the international market. Increased flexibility opens up possibilities for efficient production of various models, even in small volumes.

Thus, digitalization becomes available to all companies, regardless of size. German firm Klöckner presented a bold strategy to not only create a digital platform for its services but also open it up to third parties and competitors.

Media. Most media companies face significant threats to their core business model of broadcasting and advertising-based content. In response to the threat of digital competition, German independent ProSiebenSat.1 has decided to add digital commerce and online marketplaces to its portfolio, expanding its expertise in attracting and monetizing a large consumer audience. At the same time, print media companies Schibsted in Norway and Naspers in South Africa have deployed their

business models, based on networking with a portfolio of online platforms, portals, auctions, and private sites. This allowed Schibsted to achieve record operating profit in 2017, and Naspers continues to grow by almost 20-30% per year.

Retail. More and more European retailers have started to implement a business model based on networking via digital platforms. French electronics retailer Darty entered a third-party trading platform in 2014, dramatically expanding the range of products it can now offer to its customers, significantly increasing traffic to its website, and reaping twice the revenue from products sold in the marketplace, according to compared to his traditional trading business.

Communication and telecommunications. There are several examples of successful networking in the telecommunications sector. For example, Nordic Telenor has invested in the online classifieds business as part of its new digital strategy, and BT Global Services has created a highly innovative cloud services platform, but these are of course unique exceptions. Telco talks about enterprise IT capabilities but focuses on connectivity rather than developing costly ecosystem platforms. In this industry, the digital transformation process is only gaining momentum.

Banking services. European banks are beginning to understand the growing role of networking, driven in part by open banking regulation ("PSD2"). Leaders such as ING Group speak of plans to remain competitive leaders by building ecosystems of third-party services based on the digital business platform that goes beyond banking. Deutsche Bank recently introduced platform service and networking to its business model, bringing multi-bank aggregation services and retail deposits to the market, thus spearheading the creation of Verimi's pan-European cross-industry digital identity scheme. Fintech and digital leaders like Alibaba continue to target high-yield retail banking with low business model transformation like Alipay for online and mobile payments.

The growth of a digital business is a prerequisite for an evolving digital economy. To implement new business models based on digital platforms to ensure competitiveness in the digital economy, companies need to perform the following activities:

1. To develop the competencies of the Team of Leaders and personnel in the field of digital management: to change the views on the emerging digital economy - as the inevitable near future of the functioning of all socio-economic systems, as well as the role of networking in the development of business in the digital economy, big data, the Internet of things and others digital technologies. Generate insight and understanding of the exponential growth of some companies and how new digital business models can be integrated into existing operational business processes to increase revenue. Understand the implications and benefits for shareholders, both in terms of risk and reward and dividend policy.

2. Adopt and actively use the "portfolio of business models" approach to your growth strategy: implement a new way of dynamically reallocating capital and resources to digital resources and new market opportunities, introducing digital technologies, and creating network interactions in such a way as to increase demand

for the most profitable areas of the main business. Adequately assess the results of introducing digital technologies into business processes.

3. Determine the vision for growth and development prospects, harmoniously combining new and old business models: formulate the mission, vision, and goals of the company in such a way as to attract new promising and competent employees, retain customers, and interest investors. Change the mindset from linear product value chains to multi-stakeholder models that deliver improved customer outcomes through differentiated partner ecosystems.

4. Improve the operating model based on a dynamic portfolio of business models: it is necessary to transform the organization, rebuild its organizational, commercial, and technical architectures to implement disruptive digital technologies to accelerate the company's digital transformation processes.

5. Update the metrics: develop parameters and rules for interaction with customers and partners that fit the digital space, orienting corporate thinking towards the exponential growth opportunities made possible by “network effects”.

Summarizing the above, it can be noted that enterprises need to quickly realize the possibility and necessity of innovative changes in their business models following the challenges of the digital economy. Innovative digital technologies, through the use of which some companies have gained leading positions in the modern economy, can be implemented and used in companies of all sizes and industries to accelerate the digital transformation process.

According to experts, the transition to the digital economy of the world's leading countries can be completed in the next five years and lead to a doubling of their GDP.

Conclusion/Recommendations. The study of the features of the digital transformation of socio-economic systems indicates the absence of a universal mechanism and algorithm for the implementation of transformational transformations. It is important to cite the following as the key provisions that make up the set of features of digital transformation:

- the need for a priority digital transformation of the public administration system as the main institution that activates regulates and supports the processes of digitalization and digital transformation of society, for which it seems expedient to use the positive experience of digital transformation of government regulation in other countries, taking into account Russian specifics and the use of digital platform technology;

- the accelerated formation and constant development of the competence potential of the enterprise personnel involved in digital transformation processes is a prerequisite and an objective necessity for the success of the ongoing digital transformations, which will allow not only to quickly adapt in the digital space but also ensure the normal functioning of the company;

- the evolutionary transformation of the company's business model, based on the implementation of a network interaction model, through a digital platform, is undoubtedly an effective solution in the digital economy, providing the companies using it with an undeniable competitive advantage.



Further, it seems expedient to study the main service operators of digital transformation processes that ensure the development and operation of platform services for digital transformation in the context of the digitalization of the country's economy observed today.

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