ABSTRACT

The article is devoted to the analysis of opportunities to increase production efficiency, which opens up in the framework of strategic planning at the state and enterprise level of the digital economy. The article discusses concepts such as digital economy, development strategy, production efficiency, competitive advantages. The importance of a careful approach to the development of key performance indicators of the enterprise was emphasized. As a result, the need for a strategic approach to the implementation of digital economy tools is being put forward.

Keywords: digital economy, information technologies, labor productivity, efficiency of production, key performance indicators

The rapid development of digital technologies is leading to radical changes not only in the economy but also in society itself. Thus, due to the reduction of information costs, digital technologies significantly reduce the cost of economic and social operations for the state, companies and individuals, stimulate innovation, while transaction costs are almost zero, as well as dramatically increase efficiency: existing activities and services cheaper, to be faster or easier. Finally, digital technologies facilitate integration: people can access services that did not previously exist [1].

Nowadays, the digital economy and many related effective technologies, including e-commerce and e-business, are rapidly entering our lives. For this reason, in order to further accelerate the development of the state and society, the leadership of the republic has made a number of important decisions. For example, in his Address to the Oliy Majlis on the most important priorities for 2020 on January 25, 2020, the President of the Republic of Uzbekistan said the following about the development of the digital economy in our country: “Further development of science in our country, deep knowledge of our youth I propose to name 2020 the "Year of Science, Enlightenment and the Development of the Digital Economy" in order to accelerate the work we have begun to cultivate a high level of spirituality and culture, to form a competitive economy and to raise it to a new, modern level. In addition, on the implementation of the Decree of the President of the Republic of Uzbekistan dated February 19, 2018 PF-5349 "On measures to further develop the field of information technology and communications" [2], as well as the state management of the digital economy in the country. In order to create conditions for the rapid development of modern information technologies for implementation, as well as to ensure information security, the Cabinet of Ministers on August 31, 2018 set the goals and objectives of the digital economy "On the introduction and further development of digital economy in the Republic of Uzbekistan." "On additional measures", as well as the decisions of the President of the Republic of Uzbekistan PP-3832
dated 03.07.2018 "On measures to develop the
digital economy in the Republic of Uzbekistan"
can be added to the sentence.

The concept of enterprise digitalization is
related to the introduction of new technologies
available to businesses in recent years: big data
analysis and machine learning, artificial
intelligence, robotics, Internet of Things (IoT), 3D
printing, cloud computing. Prerequisites for the
development and digitization of digitalization
were a reduction in the cost of technology and
computing power, as well as an increase in high-
speed data transfer capabilities.

Digital technologies allow businesses to
analyze sales, inventory, production capacity, and
operational processes at a new grain level. This, in
turn, leads to qualitatively new conclusions
regarding the company’s products, relationships
with suppliers and customers, and process
organization.

The digital transformation of an enterprise
can be viewed from two perspectives. The first is
the digitization of the business model - changing
the model of customer interaction, the transition
from traditional sales to a “smart” product model,
which is complemented by digital service for the
customer. The second - operational digitization -
is the introduction of digital tools to increase the
efficiency of the enterprise within the existing
business model.

According to a 2018 global survey, 95% of
industry directors see digital transformation as an
opportunity to increase efficiency and grow their
businesses [3].

The introduction of digital tools into
operation will allow companies to improve the
quality of their decisions and get the first results in
the first year. In particular, solutions based on IoT
and big data analysis play an important role in
increasing the efficiency of production processes.
They allow you to quickly collect information
about physical indicators and convert them into
digital data for further processing, exchange
information electronically throughout the entire
value chain, and study the machine to obtain new
conclusions in terms of quality and allows data to
be processed using artificial intelligence. In
addition, with their help you can remotely control
the production process and the physical
parameters of the equipment based on the
decisions made, taking into account the results of
in-depth analysis.

By combining different technologies, enterprises get a set of tools that allow them to
increase production of finished products, reduce
rejection rates, reduce material consumption, and
increase equipment availability.

The development of new technologies is
changing the whole industry and individual
enterprises. Competitive digital transformation
stages are putting pressure on management.
However, digitization requires investment, so
companies that embark on this path need to define
tactical and long-term transformation goals, a
roadmap, and a business status.

According to research, to date, six out of ten
industrial enterprises in the world have a digital
transformation program. At the same time, a
quarter of businesses have a program of less than
12 months, with the majority (61%) planning to
implement an existing program in one to three
years. However, these indicators reflect the level
of development of the largest enterprises in the
world - industry leaders [4].
But leaders are now in the process of forming the necessary digital competencies and implementing pilot projects. 89% of the largest industrial enterprises surveyed said they had started experimental projects or implemented solutions based on mechanical and artificial intelligence on the perimeter of a limited process. On average, only 12 percent of businesses in Western Europe already use big data analysis.

As part of the ‘pilots’, the companies were tasked with testing the technology, demonstrating dimensional economic efficiency, and initiating a process of cultural change within the organization. In most cases, such pilot projects are carried out with the involvement of external expertise of equipment suppliers, IT companies, consultants and technology startups.

For those who are not market leaders, new technologies are still being planned. Small and medium-sized businesses are lagging behind large enterprises not only in the introduction of digital technologies, but also in traditional robotics and production automation. The gap in the speed of implementation is due to the difference in the availability of financial resources, experience in the introduction of advanced technologies and savings for large enterprises.

Presented the results of the analysis of factors affecting the rate of digital reception in developed countries in 2018. The identified factors can be divided into two groups: the internal capacity of the organization and the availability of incentives for digitization [5].

The internal capabilities of the organization include the availability of a strategic solution and the ability to implement it, which is characterized by the competence of the company's management and the quality of management processes. This includes the knowledge and skills of employees required for digital transformation: not only IT professionals, but also the knowledge and skills of other digital professionals (however, the level of knowledge of low-skilled employees also has a big impact). Internal capabilities also include the efficient allocation of company staff resources, taking into account skills and knowledge.

What is the incentive to adopt electronic? For example, the level of competition in the industry, encouraging the management of enterprises to increase labor productivity. In addition, access to digital technologies and the open market, the ability to finance investments in digital technologies, flexible access to projects in the context of risky investments in new technologies are important. The flexibility of labor legislation is important in terms of resource redistribution, the availability of additional taxes and regulatory benefits.

By working with these factors, the state can support enterprises and accelerate the introduction of digital technologies, as up to 60 percent of the available potential to increase enterprise efficiency is associated with them [6].

Internal opportunities and additional incentives for digitalization will allow businesses to start moving on the path of transformation. However, even when they have the necessary resources, companies face internal resistance, a reluctance to change business processes, and difficulties in joining “traditional” solutions. It is important to remember that the digital transformation of enterprises is not about replacing all employees with robots, but about empowering managers and workers through new technologies. More than 60% of industry leaders believe digitalization will create more jobs instead of reducing their numbers.
References


2. Decree of the president of the Republic of Uzbekistan “on measures for the further development of the sphere of Information Technologies and communications” № PF-5349 on February 19, 2018


