



THE IMPORTANCE OF DIGITAL ECONOMICS IN VIRTUAL ENTERPRISES

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Annotation

We live in an era of digital transformation. Digital technologies cause fundamental changes in our life, study, work and leisure, allow to think in new ways, plan and make decisions, open up new opportunities at all levels of state and social development, but at the same time increase risks and threats to existing business models... Policymakers have to constantly look for ways to manage the economic and social change brought about by digital transformation. Being an organizational form of the information age, global communication networks such as the Internet and Intranet (hereinafter referred to as the Network) contribute to the formation of business structures, the list of characteristic features of which includes reducing the scarcity of information and increasing the efficiency of its use, activating the processes of accumulating and transferring knowledge, establishing a high level trust, intensification of cooperative relationships between partner firms, etc. Due to their higher flexibility, such business structures can quickly adapt to market changes and transform into new structures, while forming the level of competence that is necessary to organize the production of goods and services depending on the needs of the market.

Keywords. Digitalization, informatization, business model, business structures, intranet, virtual companies, prioritization, R&D, digital transformation, ICT, network.

The Action Strategy adopted in our country in 2017 and timely implementation of the priorities set out in it strengthening the country's position at the international level, the economy ensuring competitiveness, capacity building of enterprises, the basis for ensuring the widespread introduction of innovations in production is calculated. This is from resources in sectors and industries of the economy rational use and production based on the digital economy shows that the formation is important¹. Because of the economy and the widespread penetration of digital technologies in various fields. The introduction of e-government in our



country is a step-by-step process solution will be the basis for the formation of a direct digital economy.

An important feature of global economic development at the beginning of the 21st century is the steady transition from an industrial to a post-industrial economy. The formation of post-industrial civilization is closely related to the formation of a single world information space based on the Internet, the penetration of informatization and computer integration processes into all spheres of society, the creation of an international information and management market in addition to the traditional markets for goods, labor and capital. If in a traditional industrial (capitalist) society, according to Karl Marx, labor and capital are the main driving forces, then according to one of the most prominent representatives of world management, P. Drucker, knowledge and management will play the main role in a post-capitalist society. The post-industrial economy is usually associated with the emergence of an information or electronic-digital society, where the leading place begins to take the sphere of services based mainly on information processing, management and knowledge production. The essence of the "new economic order" emerging in the information society is expressed in the following statement: henceforth, the efficiency, competitiveness and prosperity of companies depend not only and not so much on purely extensive resources (occupied territory, number of buildings and workshops, productivity of machines and machines), but on the effectiveness of their organization and management, the availability of developed means of communication and cooperation with clients and partners, the volume and quality of professional knowledge and skills accumulated by employees and the possibilities of their intensive use.

Gradually, the leaders of organizations begin to understand that their business will develop only when the activities of the organization are closely linked with the help of modern technologies, including the Internet. This is how the concept of "virtual organization" appears. Why a virtual organization is created, what is its purpose. This issue can be considered from several points of view. From a marketing point of view, the goal of a virtual organization is to make a profit by maximizing the satisfaction of the needs and requirements of consumers in goods (services) faster and better than potential competitors. Obviously, this goal is shared by all market-oriented organizations. But, firstly, virtual organizations, as a rule, are guided not by meeting the needs and requirements of a certain market segment, but by



fulfilling certain market orders up to meeting certain requests of specific consumers (customers). And, secondly, the virtual organization increases the speed and quality of order fulfillment by combining the resources of various partners into a single system. There is already a lot of talk about virtual organizations today, but, unfortunately, not always clearly. At the same time, in the conditions of the modern network economy, their role increases significantly. In response to these changes, organizations are looking for new forms of collaboration, and new forms of governance. On the basis of modern information technologies, systems of reorganization of existing organizations and fundamentally new types of organizations - virtual ones - are being created. According to some estimates, in economically developed countries by 2010, some form of virtual company will be used by almost 90% of organizations doing business². All this determines the relevance and novelty of the attempt to characterize the activities of virtual organizations, to identify their features, goals and varieties. The object of the work is the activities of modern virtual organizations, and the subject of the study is modern forms of organizations associated with the use of new information (network) technologies, in particular the Internet. The purpose of the article is to analyze and develop modern virtual forms of organizations using Internet technologies. To achieve this goal, it is required to solve the following main tasks: to study the concept of a virtual organization, the purpose of its creation, types, identification of participants in a virtual organization, management features, as well as the advantages and disadvantages of organizations of this type. Conduct a comparative analysis of the main organizational and legal forms of companies' activities using the example of modern virtual organizations.

Effective project management is also essential. Detailed roadmaps need to be developed and implemented in line with key strategic objectives, and portfolios need to be prioritized to identify areas where "quick wins" are possible and long-term strategic initiatives. To accelerate the pace of transformation, new governance mechanisms should be introduced that involve all key stakeholders in decision-making and governance. Budgets and funding mechanisms need to be firmly established. It should be noted the need to strengthen the digital transformation ecosystem both horizontally - in all sectors of the economy at the national, regional and municipal levels - and vertically, at all levels of government, industry and services. Weak interaction between the government, the private sector and the scientific and



educational community negatively affects the pace of digital transformation, the implementation of key government programs, the introduction of new technologies and business models, and the ability to proactively respond to technological and economic disruptions and crises, as well as the speed of innovation. Despite the traditional advantages in theoretical science, the education system lacks flexibility to meet the requirements of digital transformation in all sectors of the economy, it is necessary to develop digital skills. Strengthen the learning and education ecosystem from kindergarten to tertiary education, including coordination between businesses and institutions in higher education and R&D. Investments in industrial enterprises, entrepreneurship and business are needed to rapidly develop digital economy skills across the country, training and upgrading the existing workforce, with an emphasis on lifelong learning models of education.

Among the agents of the virtual organization, it is necessary to single out the responsible executors (responsible for managing the allocated part of the project) and the executors (directly performing the work). Usually the coordinating body carries out the decomposition of the project into parts that can be included in the area of responsibility of different agents. The purpose of creating a virtual organization is to make a profit by maximizing the satisfaction of the needs and requirements of consumers in goods (services) faster and better than potential competitors. But, unlike ordinary organizations, virtual ones, as a rule, are focused not on meeting the needs and requirements of a certain market segment, but on fulfilling certain market orders up to meeting certain requests of specific consumers (customers). The virtual organization increases the speed and quality of order fulfillment by combining the resources of various partners into a single system. Unlike a conventional organization, which requires the involvement of significant resources for the development and launch of a new product on the market, the virtual organization is looking for new partners with the resources, knowledge and abilities corresponding to the market needs to organize and implement these activities together. That is, enterprises (organizations, individual teams, people) are selected that have key competencies in the form of resources and abilities to achieve a competitive advantage in the market.



There are virtual organizations:

- ❑ with a centralized type of control, in which one of the agents controls the process (understands the task, issues tasks to other agents, summarizes the results and makes decisions);
- ❑ with a distributed type of management, where knowledge and resources are distributed among agents, but a common command control body remains, making decisions in conflict situations;
- ❑ with a decentralized type of management, in which all management processes are carried out only through local interactions between agents.

According to the form of management, there are two main groups of virtual organizations: virtual corporations and virtual partnerships (partnerships). A virtual corporation is an electronic pooling of capital (resources) of various types - financial, technological, human (in particular, intellectual) in the interests of implementing complex unique projects, creating world-class products and maximizing customer satisfaction. A virtual partnership (partnership) is a computer-integrated (artificial) organization of persons doing business together (in a cooperative relationship, i.e. performing joint work and coordinating actions) in order to make a profit, being geographically distant from each other. Based on the unification of economic activities, industry community and legal independence, it is possible to introduce the main types of virtual associations: virtual associations, virtual consortium, virtual cartel, virtual syndicate, virtual pool, virtual concern and virtual trust. The main functions of managing a virtual organization as a network of partners are: defining the requirements (tasks) of the project, finding and evaluating possible partners (executors), identifying performers who are optimal for the tasks, attracting and distributing performers, constantly tracking and redistributing (if necessary) partners and resources by task3.

The advantage of virtual forms of organizations is: the ability to choose and use the best resources, knowledge and abilities with less time. The competitive advantages of virtual enterprises are items such as:

The analysis of the activities of virtual enterprises has shown that the main characteristics of a virtual form of organization are: open distributed structure; flexibility; priority of horizontal links; autonomy and narrow specialization of network members; high status of information and personnel integration tools. Along with the advantages listed above, virtual enterprises also have some disadvantages, more precisely, weaknesses: excessive



economic dependence on partners, which is associated with the narrow specialization of network members; the practical absence of social and material support for their partners due to the abandonment of classical long-term contractual forms and ordinary labor relations; the danger of over complication arising, in particular, from the heterogeneity of the members of the enterprise, the uncertainty about membership in it, the openness of networks, the dynamics of self-organization, and the uncertainty in planning for the members of the virtual enterprise5.

Every day, the Internet more and more penetrates our lives, regulating almost all social relations. Based on this fact, the organization should understand that its activities will be successful only when its structure becomes partially virtual. This will help the organization to quickly respond to the rapid changes in the external environment, penetrate into all areas of the market, including at the international level, as well as save on premises, attract additional employees, etc. With the help of advanced technologies, organizations will be able to achieve unprecedented heights of their development.

The pace of digital transformation of traditional industries needs to be accelerated, where the use of ICT and emerging digital technologies can bring significant dividends across the entire value chain, thereby increasing the competitiveness of key industries. Specific policy measures should be taken to encourage innovation and entrepreneurship in the context of digital transformation. Sustainable innovation requires close coordination between government, the private sector, and the academic and educational community. The state should not only support basic research and promote the development of world-class R&D centers in the republic, but also implement policies to encourage the commercialization of R&D results, and the private sector should be directed to developing go-to-market strategies and creating new business models. An effective regulatory system that encourages innovation needs to be further developed, with a focus on intellectual property rights and patent regulation. Finally, policies should aim to develop a responsive internal market with an interest in the processes and results of digital transformation. These include: the introduction of digital transformation at large industrial enterprises and state corporations "from top to bottom", through the existing vertical management structures, in order to increase the demand for digital technologies; concrete steps to improve the business climate; targeted market development initiatives to increase

demand for innovation at the regional level; preferences for government procurement in the field of technology and incentives for market players for procurement in the regions and localities. Initiatives to build public confidence in the digital economy are also important.

In 2016, the World Bank published the first analytical report on the state of development of the digital economy, its impact on the economy. The report proposes that "the digital economy is a system of economic, social and cultural communication based on the use of digital technologies." At the same time, the report notes that it can also be expressed in terms of the economy, e-economy or web-economy, which is based on Internet activity⁶. In this regard, a number of systematic measures are being taken in our country. In particular, the President of the Republic of Uzbekistan on February 19, 2018 "On measures to further improve the field of information technology and communications" and March 2, 2020 "Action Strategy for the five priority areas of development of the Republic of Uzbekistan in 2017-2021" Decrees "On the State Program for the Year 2012" were adopted. These decrees set important tasks for the accelerated development of the digital economy in the country. In particular, the following have been identified as priorities in the digital economy:

1. Modernization of digital infrastructure on the basis of modern requirements;
2. Establishment of "digital production" through the use of technologies to ensure the quality and competitiveness of products and increase efficiency in industries;
3. Creation and effective operation of small and medium-sized enterprises in the field of digital technologies and platforms and digital services;
4. Establishment of data processing centers that will provide convenient, stable, secure and cost-effective services for data storage and processing to the state, entrepreneurs and citizens;
5. Introduction of digital data processing platforms to meet the needs of government, entrepreneurs and citizens;
6. Full transition to cashless (electronic) payments, remote access and other electronic forms of banking and financial activities;
7. Ensuring the integration of electronic payment instruments with global payment systems;



8. Ensuring sustainable growth of technology parks, business hubs, science and technology clusters and co working centers, venture funds to support innovative activities in the field of information technology.

The implementation of these tasks will lead to the development of sectors and industries that are important for the future of macroeconomic stability in our country, the formation of the digital economy and its functioning. The solution of these tasks will allow us to become one of the leading producers and exporters of goods and services with a high capacity of science. This will lead to the introduction of an effective management system in our national economy, improving the quality of life, getting rid of dependence on global raw materials, technology and food markets, increasing the volume of e-commerce and online commerce. As a result, the transition to a digital economy will allow Uzbekistan to achieve the following results:

1. Interaction between the population, business, public administration, services will be accelerated and transparency will be ensured;
2. The issue of having reliable, high-quality and fast information on a regular basis is addressed;
3. Production grows in terms of quality and speed;
4. New types of products and services will appear in exchange for "digital production";
5. The size of the shadow economy will be sharply reduced and the black market will be eliminated;
6. The level of corruption will be reduced due to transparency in management, industrial production and all areas, and the maximum reduction of human intervention;
7. GIP will increase.
8. According to the draft concept of e-government development, by 2025 the share of ICT in GIP will increase to 5.0%, and in 2030 to 10%.

Thus, the leadership's commitment to digital transformation as a national priority, complemented by the implementation of effective results-oriented policies in key sectors of the economy, will allow the country to join the group of leaders in digital transformation, start a technological breakthrough and receive corresponding economic and social dividends.

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