



Article

Organizational and Economic Mechanisms of Service Enterprises in The Digital Economy

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Abstract: The digital economy is rapidly reshaping global markets, enhancing productivity, and transforming organizational structures, with significant implications for service-oriented enterprises. In Uzbekistan, the transition of service enterprises to a digital economy is a national priority, especially in light of challenges posed by the pandemic and the need for modernized, resilient economic mechanisms. Despite global advancements, there remains limited research on step-by-step organizational and economic mechanisms tailored to the digitization of service enterprises in transitional economies like Uzbekistan. This study investigates the structural stages, strategic approaches, and platform-based frameworks necessary for the effective digital transformation of Uzbekistan's service sector. The research identifies four key transformation stages from digital data collection to full-scale integration of digital platforms and proposes a bottom-up "organic cultivation" strategy suited to Uzbekistan's current enterprise environment. A detailed transition model is developed, including assessment, strategy formulation, pilot testing, and scaling. The paper offers a multi-level digital platform development model grounded in the realities of Uzbekistan's service sector, integrating technical, infrastructural, and organizational elements to support sustainable digital growth. The proposed mechanisms provide a strategic roadmap for policy-makers and enterprises to enhance competitiveness, foster innovation, and ensure economic resilience in the digital era, contributing to the successful realization of "Digital Uzbekistan 2030."

Keywords: service sector, knowledge economy, Digital economy, organizational mechanism, economic mechanism, platform, infrastructure, innovation and technology.

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1. Introduction

Experts of the 45th World Economic Forum (WEF) of the DAOS Forum have identified 21 Turning Points expected by 2025, one of which is the digital economy. In the world, in the current era, the digital economy and several effective technologies associated with it are rapidly entering our lives. Digitization of our economy is the widespread introduction of digital technologies into various spheres of life: industry, economy, education, culture, service, etc. As a state and a community, has made important decisions aimed at the development of the republic, as well as the leadership of Bir Kancha. For example, on December 28, 2019, the President of the Republic of Uzbekistan of 2018 made a statement on the development of the country's digital economy as an important statutory official of the supreme court.: "We need to develop the "National concept of the digital economy", which envisages the renewal of all sectors of the economy on the basis of digital technologies. On this basis, we need to bring the program "digital Uzbekistan-2030" to life [1].

The digital economy allows to grow gross domestic product by at least 30 percent, dramatically reducing corruption". Special attention should be paid to ensuring information security in this regard". As a result of the continuous quarantine in the context of the 2020 pandemic, many businesses suffered major damage and were forced to lay off their employees. But, even in such conditions, there were those who did not stop their work activities, albeit partially, by changing their work activities from the traditional method to the online one, employing the available electronic resources in the enterprise. In doing so, they continued to serve food products, ready-made meals and other services on a pre-order basis to the destination indicated by the residents' accommodation or wishes. But in this, too, it became difficult to obtain the products necessary for the needs of the enterprise. Similarly, due to poor external relations, the enterprise is currently facing obstacles in the sale or lease of its main funds. In this case, the absence of a Bank of information about Enterprises is leading this process to inefficiency. The main solution for this is to transfer all enterprises to the digital economy [2].

Because, the digital economy creates new jobs in enterprises, allows for rapid economic growth, digital technologies orcali facilitates the trade and services of goods through new markets and the Internet, organizes direct sales of manufacturers, makes it possible to use electronic showcases, organize virtual exchanges between networks and networks, increases the competitiveness of enterprises on a global scale, in global markets. Therefore, the selected topic on the organizational and economic mechanisms of the transition of service enterprises to the digital economy in Uzbekistan is justified and extremely relevant [3].

Analysis of literature on the topic

Apparently, this happened due to the fact that the Crusaders invaded the Danubian principalities. Today, Rashamli is one of the leading firms and companies in Norway, Sweden, Switzerland, Denmark, Finland, Singapore, South Korea, Great Britain, Hong Kong and the USA. Schooningdeck, if the digital transformation of the European Union will affect the combination of technology and innovative business modeling, G20 the digital economy as defined by its States refers to a wide range of economic types, and in addition to e-commerce and e-business, digital technologies are used in trasport, financial services, manufacturing, education, health, agriculture, trade, media, and etc. This can lead to increased labor productivity, economic growth, and labor quality [4].

At the same time, according to him, it is possible that restrictions on electronic document management will be introduced in the country. The leading countries in online commerce are Japan, South Korea, New Zealand and Australia, which are ranked in the 75-85 index. Uzbekistan (index -25) is the largest oil exporter to India, Indonesia, Pakistan and countries such as Nepal, Bangladesh and Afghanistan. Of course, the development of e-commerce in countries with high Internet penetration, the development of Internet communication technologies, and so on is due to a number of factors. With the problems of the digital economy, many scientists abroad and ourselves have dedicated scientific research work. Of the foreign scientists, yu.I. Gribanov, A.V., Babkin O.V. Chistyakova, V.S. Skrug, G. I. Abdrakhmanova, K. O. Vishnevsky, L. M. Gohberg, A.V. Voloshin, G. Golovenchik, L.V. They are conducting potential theoretical and practical work on the transfer of enterprises to the digital economy by lapidus and others [5].

Among the students of Nazarius and Amalia: S. S. gulumov, R. H.idp., B. Y. Khodiev, G. R., Baltabayeva and others. As a result of the analysis and evaluation of scientific and practical work on the service of foreign and domestic sources of literature and information in the Digital Economy, various scientific and practical research works are being carried out today in many developed countries, with the aim of developing their digital economy [6].

In this case, if the United States, Japan, Korea and China today are considered unofficial leaders, then next to them are the United Kingdom, the countries of the European Union, South Korea, Australia, Belarus and others. Including in the

construction of the infrastructure of the digital economy (as well as in terms of Service): USA (*IBM*, Google, Facebook, Apple, Amazon, Intel), XXP (Alibaba Group, Tencent, Tik-tok). South Korea (Xerox, Toshiba, Siemens, Epson, Canon, Panasonic) and in other firms - companies to develop and practice modern electronic techniques, Computing Machinery, various types of communication, modern weight measuring instruments, cash registers, the latest techniques-technologies, including the creation of electronic techniques for sales, catering and hospitality service processes and their software in most universities: Deloitte (economic activity arising from billion examples of a network between people, enterprises, devices, data and processes), Oxford Dictionary (Using cashless operas over the Internet), Global Development Institute (University of Manchester) (business model based on digital products or services Internet [16] instant global movement of goods through, by Canadian scientist Don Tapscott «The Digital Economy: Promise and Peril in the Age of Networked Intelligence», G20, Organization for Economic Cooperation and development, 2012 digital economy carries out trade in goods and services through e-commerce on the internet and includes, NIU VSHE, Moscow Lomonosov University (Russia) and many other scientific studies are carried out. Significant work is being done in Russia to transform it into a digital government, both in the global digital economy and in the EAES regional digital economy. Together with South Korea, the "Uzbekistan national trade platform" was launched. This means further improvement of the e-commerce system, which is part of the digital economy [7].

2. Materials and Methods

During the study, methods of analysis and synthesis, induction and deduction, systematic approach, logical and comparative methods of analysis, statistical and econometric modeling, sociological survey were used. Currently, the methodology of digitization in the work carried out in the field of services, models of the creation of industry digital platforms, its transformation with industrial enterprises, while the impact on the competitiveness of the business structure and others are being seen, the research on services enterprises is in such a state. Therefore, in this regard, it will be necessary to develop support mechanisms in the establishment of Republican and international Foreign Relations, to create a digital technology, to create a basis for the establishment of digital platforms in the local, inter-sectoral - Republican mix, to develop support mechanisms in the establishment of Republican and international foreign relations, and to make full use of Republican, international systems.

Therefore, the mechanisms for the transition to the proposed digital economy in our Republic on the basis of this, it is necessary to develop organizational and economic mechanisms for creating digital platforms of Local, other levels of digital technology, organizing the server of organizations, enterprises that are considered its source.

3. Results

The degree to which the subjects of digital economy platforms are ranked depends on the level of how advanced the industries and networks are based on the presence of the internet in the world at the current global level. For example, it arises from how interconnected the existing electronic techniques in a trading enterprise are: a sales store or a marketer, electronic dependence of departments in a supermarket, warehouse, accounting, administration and the entire component of the enterprise as a whole. Because, all processes in the enterprise will have to be carried out using electronic devices in a unit of time [8].

We must understand that, if it happens by enterprise groups, the connection of individual enterprises, for example, with electronic means of catering enterprises: restaurants, cafes, kitchens, bars, buffets, etc. Also, in the case of a large number of subjects of the remaining level, they can be divided from a geographical division: local, state, Interstate, interregional [9].

The leveling of subjects of platforms is characterized by a hierarchical system of infrastructure of an entire digital economy, and we can call it a "horizontal" functional

development, a "vertical" hierarchical development system for the leveling of subjects. From these, we can judge that the majority of service enterprises in Uzbekistan are enterprise-wide [10].

The assumption of the transition of the world and the economy of Uzbekistan to the digital economy, showed that many developed countries, realizing that the changes that should occur are inevitable, consciously began the movement towards the digitization of the economy. The United States, Japan, Korea and China, which were among the first to report this direction, are the leaders today, while the United Kingdom, the countries of the European Union, Australia and others are next in line. When creating the infrastructure of the digital economy, leaders of high-tech transnational corporations and mass platforms such as Google, Facebook, Apple, Amazon, Intel, Alibaba Group are noted, which are currently among the leaders in the emergence of various new types of services [11].

Based on the analysis of the basics of the chronology of the transition to the digital economy in Uzbekistan, it is necessary to conditionally consider the convergence of the digital economy: Until 2015 (creation of an IT communication base); 2015-2018.y.(e-commerce development); 2018-2021.y. On the basis of the "National concept of the digital economy", the program "digital Uzbekistan-2030" was prepared, the main sectors of the economy began to move to the digital economy, and the stages of its full transition were established until 2030 [12].

In our opinion, due to the fact that the digital economy is manifested by its different facets during its development, it has been called by many research scientists, with its essence of content, with different terms [13].

For example, "post-industrial economics", "informed economics", "megaeconomics", "information and communication-based economics", "technoeconomics or digital economy", "knowledge-based economics", "digital economy", "information economics", "New digital economy", includes "intangible economy", "non-item economy", etc..

In the formulation of the theory of the digital economy, we have figured out its main features, reflecting the description, features, definitions based on content and essence, a scientifically based compilation of creative ideas (The main features of digital economy).

Table 1. The main features of digital economy

№ т/р	Main features	Note
1.	Transition from atomic motion to bit motion;	In the metaphorical form of the digital economy, as a result of such a transition, in the production of intangible products (services), it is understood that from atom processing, to bit processing (transition to program code matter)..
2.	Physical weight loss, exchange with information programs(size)codes	With the loss of physical weight of products and the exchange of information programs with codes, it increases the duration, size, memory, transmission of information in large hajm to hyper-speed.
3.	The "destruction" of time and space, causing a change in the value of the time factor;	The "destruction" of time and space (the correctness of which cancels the barrier between them), many factors of production, lead to a change in the value of the time factor and are explained by the very rapid passage of the process;
4.	Intangible asset and large-scale use of data	such, the use of large volumes, characterized by relying on the complexity of determining the competencies that occur in the introduction and creation of value of a wide range of versatile business models that will allow the analysis of the opportunity

5.	That it is a virtual environment	the internet of items allows you to integrate the virtual world with the real world, while artificial intelligence can form hulosas and decisions based on very large data sets derived from the internet of items and make the new world visible to the human eye.
6.	That it is a hyper-connection	Digital economy-hyper (hyper) - connection eanism, that is, the growing interdependence of people, organizations and machines, in which the internet, mobile technologies and the internet are formed due to things.
7.	Having synergistic property	the fact that the social system is in constant change, the random changes of institutional forms (fluctation) are an indicator of chaos in the microdistrict of the system and the possibility of its development

Based on the main features of digital economy, introducing the process of "generation" (human - electronic tool dialogue) into the framework of digital technologies of its unified bi-sectional definition of the Institute of statistical research and economic knowledge ("ISIEZ" NIU VSHE), we propose the following: digital economy is the activity of creating digital technologies and products, services, distributing and using digital technologies (generalization, collection, storage, processing, search, transmission and electronic [14].

Currently, in the practice of digital economics, various platforms are widely used, a description of the strategies for their creation and development is presented in Strategies for the creation and development of platforms with examples [15].

Table 2. Strategies for the creation and development of platforms.

№	Strategies for creating and developing platforms	Examples	Note
1	"Organic cultivation" from bottom to top	Aruba Networks platformami was created using STM32F3 controllers	Bottom-up "organic cultivation" according to the hierarchy of the system of subjects of platforms
2	Top-down cultivation	IBM IoT Foundation platformam	"Organic cultivation" from top to bottom according to the hierarchy of the system of subjects of platforms
3	Cooperation development	Creation of GE Predix HTC Thingworx alliance	Establishing cooperation on the system of subjects of platforms at both horizontal and vertical levels
4	"Join and swallow" strategy	Elementary Nokia Alcatel Lucent business merger as a result of AVS io's Amazon sale in 2015	Mergers or acquisitions of existing companies.
5	Strategy "Investision approach"	Sisson's tactical investment IoT all ecosystem number inclusion	Development by giving large investments to small enterprises.

When choosing a strategy for the creation and development of platforms in each state, the leveling of the subjects of the platforms should be selected according to the hierarchical system. Therefore, the strategy of bottom-up "organic cultivation" was chosen so that Uzbekistan's service enterprises, most of which are currently in the period of initial creation, would move to the digital economy, and its transition stages were determined (Stages of transition of service enterprises in Uzbekistan to the digital economy (from bottom to top according to the strategy "organic cultivation")) [16].

Table 3. Stages of transition of service enterprises in Uzbekistan to the digital economy (from bottom to top according to the strategy "organic cultivation")

№	Stages of transition to the digital economy (trasformation)	Platforms for the level of functional development	The main tasks of the transition stages	Result
1.	Digital data collection	Tech Functional Infrastructural Corporate Information Marketplays Band	Digitization is the digitization of all data.	Optimizati on
2.	Study or creation of digital infrastructure	Tech Functional Infrastructural Corporate Information Marketplays Band	Implementation of digital technologies-formation of digital technologies.	Effectivene ss
3.	Development or preparation of digital models	Tech Functional Infrastructural Corporate Information Marketplays Band	Digitization is the installation and reconstruction of communication channels of digital technology users (technology forming a digital space for user interaction).	Collaborati on
4.	Transition to digital economy	Tech Functional Infrastructural Corporate Information Marketplays Band	restructuring of business concept and format (socio-economic transformation of the system to interaction using the potential of all digital technologies to the maximum extent).	Evolution

From the above, when transferring service enterprises to the digital economy, it was proposed to develop a step - by-step transfer and apply the implementation model (The model of development and implementation of the transfer of enterprises to the digital economy).

4. Discussion

Table 4. The model of development and implementation of the transfer of enterprises to the digital economy

Transition stages	Content	Work to be done
1. Assessment of the state of the transition of the enterprise to the digital economy.	The competency organization (experts) conducted an examination by experts, evaluating the transition to concrete digital technology (the creation of a digital platform) and drawing a conclusion.	<ol style="list-style-type: none"> 1. Conduct an analysis of the state of the economy of the enterprise; 2. Assessment of the type, number and condition of electronic means available at the enterprise; 3. Determination of the level of digital infrastructure and processes; 4. To determine the possibility of creating a digital platform of the enterprise and its prospects; 5. Integration of the digital platform to be created into other enterprises and companies; 6. The potential of personnel of the enterprise and their competence.
2. Determination of the strategy of the transition of the enterprise to the digital economy and ways to achieve the goal.	The organization of a competence expert group and the creation of a digital platform of the enterprise, the development of ways and recommendations for its implementation in the processes of activity of the enterprise.	<ol style="list-style-type: none"> 1. Analysis of existing electronic techniques, determination of potential, capabilities, barriers to implementation, implementation style and special requirements; 2. Analysis of the state of the main business processes and the need for optimization and digitization ; 3. The search for a generalization of ideas affecting the business processes of the enterprise, the application of new promising technology; 4. Development of enterprise service or service processes digital platform, selection of options for substantiating and fulfilling ideas, recommendations on the digitization platform, efficiency and economic feasibility, decision to implement; 5. Promotion of new digital ideas and culture among the employees of the enterprise; 6. Interest employees in moving to the digital economy.
3. Development and testing of its initial digitization project.	Development and implementation of a project for testing digital technology (platform) at the enterprise.	<ol style="list-style-type: none"> 1. Control and evaluation of the results obtained; 2. Formalize the results of the event; 3. development of recommendations for the integration of developed and implemented digitization technology (platform).

4. Scaling	The formation of a whole strategy of the transition of the enterprise to the digital economy, assessment of feasibility.	<p>4. Recommendation to summarize the results obtained and introduce them to other enterprises (organizations);</p> <p>5. Kayta development and development of digital technologists (platforms) opportunities;</p> <p>6. evelopment, implementation and integration of new digital technologies (platforms) at the enterprise.</p>
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In the performance of what is presented in this model, it is necessarily derived from the state of the enterprise, since while those cited in the model are "organically linked" to one, but are not ideal, and can be modified, supplemented, and modified from the origin of the Real state.

5. Conclusion

The study highlights that the transition of service enterprises in Uzbekistan to the digital economy is both a necessary and strategically beneficial process, given the global trends and national priorities outlined in the "Digital Uzbekistan 2030" program. Key findings emphasize the critical role of digital platforms in optimizing service delivery, enhancing enterprise competitiveness, and supporting economic resilience. The proposed bottom-up "organic cultivation" strategy offers a phased, practical framework for digitization, encompassing data integration, infrastructure development, digital modeling, and full-scale transformation. These organizational and economic mechanisms demonstrate strong potential to stimulate innovation, increase employment, and align enterprises with global digital standards. The implications are significant for policymakers, suggesting a need for supportive digital infrastructure, investment incentives, and institutional capacity-building. Further research is recommended to empirically test the proposed implementation model across different service sub-sectors and to evaluate the socio-economic impact of digital transformation on regional development and enterprise performance.

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