

Integration of business processes with digital technologies

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Annotation: The article examines the main approaches to digital transformation on the example of the most active sectors of the economy in terms of innovation

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If we talk about the origins of the digital economy, we must highlight two key thoughts:

1. First, it is important to understand that the movement of business towards the notorious digital transformation is largely evolutionary and does not require a radical revision of the usual postulates.

2. Secondly, all technological and organizational changes associated with the transformation of the culture of doing business inside and outside the company concern not only big business and not only the flagship industries, which, in general, are usually discussed in this context.

In the age of digitalization, information and competent management of such a resource are becoming the main business tool.

Digital transformation implies direct changes in the business processes of an enterprise. It leads to a change in almost every mechanism within a company - production, delivery, product service, customer interaction, and so on. The benefits of digital transformation should be understood and clearly seen:

Saving time and, as a result, increasing the efficiency of the enterprise;

Saving company resources - financial, labor, production;

Business scaling;

Meeting the needs of the modern client and much more.

There are many examples of companies that have become much more successful through information transformation.

Under Armor

Sports companies have not been left out of the digital transformation. In 2015, Under Armor acquired the MyFitnessPal and Endomondo apps, and subsequently introduced its own fitness platform. On the basis of the platform, customers are offered a personalized service, within which they receive information about new products based on an analysis of their previous purchases and customer behavior. In addition, customers get the opportunity to learn about the wear mark of their own sneakers. And there is no magic in this - thanks to fitness bracelets, the program receives information that a person has run more than 400 miles, and according to statistics, sneakers wear out after such a distance. Failure to replace them increases the risk of injury.

Disney world

Another example of successful technology innovation is Disney World. Several years ago, Disney World experienced declining customer satisfaction with parks. After that, the company decided to develop the MyMagic + program, which combined the website, mobile application and bracelet into a single customer experience analysis system.

Users can now book entertainment and hotel accommodations months in advance. After booking, the user receives by mail their bracelet with a radio sensor - this is at the same time a pass to attractions, a wallet and a GPS navigator. With its help, the animators learn about the child's birthday and individually congratulate everyone. Employees can use the GPS navigator to find out about queues. A long queue is a reason to make a discount and recommend other attractions for those who don't want to waste time waiting, or send an animator to entertain visitors in the queue. In addition, using a mobile application, customers can easily navigate within the park.

MyMagic + includes training more than 70,000 employees in new technologies, installing RF readers in 28,000 hotel rooms, and adding scanners to hotels, stores and other facilities in the park. The amusement park introduced omnichannel service and increased customer loyalty. As a result, after a billion dollars in investment, the program was successful - over 90% of visitors rate it as "very good" or "excellent".

Financial Times

The Financial Times can also be congratulated on the successful transition to the information age. Sales of paper newspapers are declining every year. The Financial Times also faced this problem, after which the company embarked on a digital transformation. The publication wished to be wherever their potential readers could be. People often use multiple channels of information based on the time of day: they read the newspaper in the morning, their smartphone on the go during the day, they browse websites in the workplace, and use tablets after work. The print version is just one of the customer interaction channels that the company has decided to no longer limit itself to.

While it is generally acknowledged that “a business model describes an architecture for how a firm creates and delivers value to customers and the mechanisms employed to capture a share of that value”, agreement on the theoretical aspects is lacking. This leads to a situation in which the core constructs are not defined and dimensionalized adequately, which also makes it difficult to conduct empirical testing. Nevertheless, BMs are helpful concepts that represent elements and relationships in business activities for the purpose of planning, communication or improvement as they link strategies with business processes. With the help of BM concepts, a company is able to describe its business in terms of “what it does,” “what it offers” and “how the offer is made”.

In recent years, the BM itself has increasingly become a source of innovation and competitive advantage. Different executive studies and scientific studies have defined the reasons for the need to develop innovative BM. As in the definition of the BM concept, there is not yet a consensus for the definition of BMI. On the one hand, BMI is described as a process for the development of a BM that can be new to the company or an entire industry. On the other hand, the BMI is described as the result of an innovation initiative that replaces or revises an organization’s existing BM or completely changes the existing BM. Such changes may include the value chain or the value proposition to the customer or other partners of the company. Hence, the degree of innovation is also included in discussions about BMI.

Here again an analogue from the pre-digital era should be cited. At the time of the heyday of international cooperation in business, which came around the 80s of the last century, companies specializing in international logistics began to appear in the world. They did not own any warehouses, wagons, planes or even cars. Their entire competence was the ability to organize an optimal supply chain, consisting of independent manufacturers, and then, on the basis of promptly received information, competently manage its work. Despite the scale of their activities, such companies remained small and mobile, for which they were called micromultinational.

Outsourcing. Now, thanks to well-known trends, such a scheme could become popular in many industries, and the outsourcing model will obviously become another business model that it will bring with it. Manufacturing equipment, which for a number of reasons is directly related to the digital economy, is now more and more dispersed geographically and owned by different legal entities. The supplier of the final product works with many subcontractors on an outsourcing model and in accordance with this model can, as in the above example with logistics, hire another company to "orchestrate" all production activities as a whole. Its tasks include the analysis of information for the subsequent improvement of production activities as a whole.

The activities of this "information" business to a certain extent resemble the activities of information aggregators that are already characteristic of the digital economy. The difference is that the most familiar to us today business representatives in this category (websites selling hotels, air tickets, car rental, etc.) work in the B2C market, while new businesses of this type are actively appearing in the B2B segment. Summing up, I will note once again that pre-

The method of commercial relations in the era of the digital economy is information that serves as a kind of replica of any material values or services. At the same time, it begins to acquire a completely independent value, so new business models may appear. Next, let's dwell on another related factor - services.

Not a product, but a result

The central concept of the digital economy, when viewed in terms of new business models, is certainly the service model. I will make a reservation right away that Rolls-Royce was its main apologist, who developed and began to apply this model in practice exactly as it is being served now. Its leaders took this initiative back in the early 60s of the last century! It was then that instead of the aircraft engines themselves, it occurred to them to sell energy that allows the plane to fly and carry passengers or cargo. The sale was carried out on an hourly basis, and therefore the business scheme was called power-by-the-hour (that is, "energy per hour"). Even at that time, Rolls-Royce could well have made such a revolution in a single industry or in relation to a single product. The fact that sensors of physical parameters (temperature, gas flow rate, etc.) were expensive at that time, were large and difficult to maintain in the context of solving the problem of maintaining aircraft flight readiness, did not interest anyone. For these reasons, other

industries did not even seek to adopt this generally successful experience from a commercial point of view, although the model was known, successfully applied over the past decades, and still exists today. Only decades later, Kaeser Compressors managed to implement a similar scheme: they began to sell not compressors, but actually compressed air per cubic meter.

The emergence of the Product as a Service model is driving a change in business focus, and to some extent, these accents shape such business models.

1. Customer Relations and Marketing. Of course, the traditional product and all the production activities associated with its creation do not disappear anywhere and may not even be significantly modified. It is necessary to produce the same aircraft engines as before, show the same films and sell, as before, the same devices for personal consumption. But the emphasis on marketing, as well as on the most various forms of interaction with the customer in the situation of using the Product as a Service model and when trying to sell the result, of course, becomes much stronger. Knowing how a customer uses a service or product becomes key, since remote monitoring makes it relatively easy to acquire this knowledge. As a result, many companies are moving from a product development policy to a product improvement policy. This again leads to a transformation of the business model.

2. Maximizing the use of products. As a result, the same Siemens and Caterpillar, continuously receiving data on the use of their products "in the field", place considerable emphasis on maximizing the detailed instructions and manuals for the use of their own products. The Product as A Service scheme really makes it possible to use all reserves in this direction as efficiently as possible and resort to a much less flexible and expensive scheme of radical modification of the product line only in case of emergency. And if you do use it, then it is extremely focused, based on the same collected information.

In both cases, the intellectual efforts of the personnel employed in the company will be directed not only to purely production activities, but also to work with information continuously coming from various objects.

As with any research, this study also has its limitations. The main limitation of this research was the restricted number of informants included in each case study. In this respect, more insights could be gained in the future by conducting a study with more respondents or diversifying the sample, taking more organizations into account. In general, further analyzes are certainly needed to determine the importance and influence of digitalization concerning company strategies and BMs. This is a complex topic both from a theoretical and a practical point of view, and one requiring more detailed study.

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COVID-19 пандемиясы кезеңіндегі денсаулық сақтау жүйесіндегі экономикалық қауіпсіздік

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Аннотация. Дүниежүзілік денсаулық сақтау ұйымы ресми түрде COVID-19 пандемиясын мойындады. Бұл 150-ден астам елде болған жағдаймен жаһандық сипатқа ие болды. COVID-19 пандемиясы бүкіл әлем бойынша көптеген салаларда көптеген өндірістерді өмір сүру шегіне шығарды, сонымен бірге бүкіл әлемде жұмыссыздық деңгейін арттырды. Осы зерттеудің міндеті-пандемияға қарсы күрес тәжірибесін қалыптастыру және денсаулық сақтаудың экономикалық қауіпсіздігін қамтамасыз ету үшін неғұрлым оңтайлы және перспективалы мысалдарды анықтау мақсатында коронавирус себебінен қиын өмірлік жағдайға тап болған бизнес пен азаматтарды қолдау