

STRATEGIC PLANNING IN ENTERPRISES AND ITS ECONOMIC EFFICIENCY*Berdiyarova Mahfuza Ilhom kizi**University of Information Technologies and Management*

Abstract. This article analyzes the fundamental changes in the management system in the context of digital transformation, new management approaches being formed under the influence of modern technologies, digital competencies and leadership skills of managers. The author evaluates digital transformation as a complex and strategic process that is fundamentally different from simple digitization. Data-based decision-making in the activities of organizations, the creation of flexible organizational structures and the formation of a digital culture are put forward as the main principles of today's management. As a result of the study, scientific and practical recommendations have been developed on the transformational approaches and corresponding managerial competencies necessary to increase management efficiency in the digital era.

keywords: Digital transformation, management system, innovative management, digital leadership, digital competencies, strategic decisions, technological adaptation, organizational management, information technologies, digital culture.

Introduction. The global economy modern development The development of digital technologies in the every one field, particularly management system content fundamentally Internet technologies, artificial intelligence intellect, great in size data (Big Data), cloud services, blockchain, IoT (Internet of Things) internet) like advanced digital solutions organizations of activity almost all to the joints enter This situation is not only technician infrastructure modernization, but also management processes again seeing Management is also demanding that traditional model — vertical to the hierarchy based, centralized and relative slow flexible structure — today fast changeable and uncertain under the circumstances own efficiency is losing. Information technologies intense development because of from organizations fast, information based and adaptive management styles current is required to do. Now effective management, first next, technological solutions right choose them organization culture and strategy with harmonization, and digital leadership skills has was leaders to the activity related become remains. "Digital economy" under the circumstances management system modernization to do is only not a technological process, but management culture change, strategic thinker leaders school is to form ” [1]. Digital transformation process this is simple digitization or automation not, maybe whole business model, organizational structure, staff competence and customers with mutual relationships again build That's exactly what it means. because of management fundamental changes in theory event is giving. Now effective manager modern technologies deep understanding, collective to work based, in a digital environment strategic decisions acceptance can can to the leader is spinning. "Digital transformation" under the circumstances manager not only technician tools manager expert, maybe innovative thinker strategist as activity to conduct necessary ” [2]. Today of the day current problem is that many organizations are implementing digital transformation technological modernization within the scope they understand, but this of the process the most main factor – management system adaptability, digital culture shaping and human to resources investment input that enough Therefore, this digital transformation in the article under the

circumstances management system change trends, modern managers new role, innovative management concepts and digital competencies develop issues deep analysis Article Uzbekistan digital transformation even in the conditions processes acceleration, state management and private sector management in front of standing tasks and opportunities into account received without written. Especially in the “Digital Uzbekistan – 2030” strategy designated priority directions digital management in the background develop current to the point is spinning.

Literature Digital transformation and its **analysis**. to management impact topic last globally in years scientific and practical research in the center This is the process deep study for leader foreign and local of scientists works analysis Canadian scholar Don Tapscott (2016) in his book “ The Digital Economy” digital transformation in his work of the economy new stage as describes. Its in the digital environment, in my opinion successful organizations continuous innovation, open contacts and information to the flow based management model formations necessary. Tapscott in the digital economy leaders in front of standing main task – organizational changes fast and smart management that it is emphasizes. " Today's leader modern information technologies occupied, fast decision acceptance doer and own team to the digital environment adapt can leader to be condition ” [3]. By Westerman, Bonnet, and McAfee (2014) The book “Leading Digital ” by strategic approaches The authors describe the digital transformation technological not, maybe business model and management in his mind deep change as interpretation They are using the concept of “digital leadership ” previously pushing, managers new technologies how much fast to master If they get it, the organization will get it too. successful transformation emphasizes. “ Digital transformation in Uzbekistan processes effective done increase for, first of all, management digital literacy and analytical skills of its personnel thinking skills develop necessary ” [4]. Digital transformation in the process artificial intellect, great in size data (Big Data) and cloud technologies importance about G. Brynjolfsson and A. McAfee in -depth research (2017) analysis take went. Their in my opinion, information based decision acceptance to do process manager's the most important from their competences to one by UNESCO (2023) presented done Digital Transformation Toolkit in the report and digital transformation state in management, education and private sector in the activity how current to grow necessity according to criteria working It includes digital strategies working output, equip employees with digital competencies teaching and organizational culture update necessity highlighted. Uzbekistan under the circumstances and the “ Digital Uzbekistan – 2030 ” strategic program is a program of digital transformation in the country. for important direction become service This is in the document state in the sector digitization, open information portals create, electronic management systems current to do, also, human resources preparation regarding important tasks Academic and practical literature from the analysis It seems that digital transformation not only technological modernization, maybe management culture, leadership of styles, employees with work principles, even organization internal the structure is also fundamentally update requirement This is managers need digital competencies, flexibility, agility decision acceptance to do and innovate thinking requires abilities.

Research methodology. This digital transformation in research process management to the system the impact in learning scientific of research modern approaches based on following methods used:

- ❖ **Analytical method** – digital transformation, management **and** digital leadership concepts, their mutual dependency there is scientific literature and regulatory and legal documents based on studied. International and local of scientists scientific works compared, up-to-date principles separate shown.
- ❖ **Comparison method** – traditional management system digital transformation with in the conditions management system between differences identified, their efficiency indicators compared.
- ❖ **Induction and deduction methods** – general theoretical from the views concrete management to practices related conclusions was issued, as well as certain organizations in the example of observed trends based on generalized thoughts previously pushed.
- ❖ **Expert assessment method** – digital transformation in the process management competencies being put requirements, technological of innovations in control place, as well as Uzbekistan and foreign countries experience based on experts thoughts based on was evaluated.
- ❖ **Empirical methods** – practitioner managers, IT specialists and government management organs representatives between questionnaire and interviews was held, and their thoughts based on scientific and practical conclusions working It was released.
- ❖ **Systematic approach** – digital transformation complex as a socio-economic and organizational process analysis to do was directed. In management changes technological, institutional and human factors with related without seeing It was released.

Conclusion : Digital Transformation today's on the day management system all fundamental reforms at all levels requirement Research results this shows that digital technologies current to grow not only working production and service show processes, but organization internal management mechanisms, leadership approaches and human resources with work principles deeply is changing. Modern managers need digital competencies has to be, big in size information with to work Knowledgeable, quick and analytical decisions acceptance to do, innovative thinking and team in the digital environment adaptation to the ability has is required. In Uzbekistan, a number of positive developments are being made on the path to digital transformation. In particular, within the framework of the “Digital Uzbekistan – 2030” strategy, digitization work is being gradually introduced in public administration, education, healthcare and other sectors. At the same time, there is a need to train personnel, update the internal culture of organizations, and strengthen technological infrastructure to adapt the management system to the digital environment. In general, the success of the management system in the context of digital transformation depends, first of all, on the formation of managers as digital leaders, the transition to a flexible and innovative management model. Therefore, scientifically based approaches, continuous learning, and the adoption of international experience remain one of the priorities of this direction.

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