

WAYS TO IMPROVE THE EFFICIENCY OF ENTERPRISE MANAGEMENT IN THE DIGITAL ECONOMY

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ABSTRACT	KEYWORDS
<p>The digital economy has altered the logic of enterprise management by changing how firms create value, coordinate operations, process information, and interact with customers, suppliers, and regulators. Under these conditions, management efficiency can no longer be understood only as cost reduction or administrative acceleration. It must be assessed through a broader system that includes decision speed, data quality, adaptability, innovation capacity, resilience, and the ability to scale digital solutions without losing strategic coherence. The article examines the principal ways to improve the efficiency of enterprise management in the digital economy. Particular attention is given to strategic digital alignment, process redesign, automation, data governance, managerial analytics, artificial intelligence, workforce competencies, platform interaction, cybersecurity, and sustainability.</p>	<p>Digital economy, enterprise management, management efficiency, digital transformation, automation, data governance, artificial intelligence.</p>

Introduction

The digital economy has transformed the conditions under which enterprises plan, organize, control, and evaluate their activities. In previous industrial models, management efficiency was associated primarily with stable hierarchies, standardized procedures, and economies of scale. In the digital environment, however, efficiency increasingly depends on the speed of information circulation, the quality of data interpretation, the integration of technological platforms, and the ability of management to respond to market shifts in real time. This shift is not superficial. It affects the very structure of managerial work, including decision preparation, coordination between divisions, performance measurement, customer interaction, and innovation governance. The significance of the issue is confirmed by international evidence showing that the ICT sector in OECD countries grew about three times faster than the total economy during 2013–2023, with an average growth rate of 7.6% in 2023, while current digital policy debates focus not only on innovation but also on governance, trust, and institutional readiness [1], [2].

MATERIALS AND METHODS

The first and most important condition for improving management efficiency is strategic alignment between digital transformation and enterprise objectives. In many firms, digital initiatives are launched as separate projects managed by IT units, consultants, or innovation teams without being integrated into the general logic of corporate development. Such fragmentation creates duplicated systems, inconsistent performance metrics, and weak accountability. Effective enterprises proceed differently: they translate strategic priorities into a digital management architecture in which technologies are selected according to business value, not fashion. This means that digital instruments must support concrete managerial outcomes such as shorter decision cycles, lower coordination costs, more accurate forecasting, higher asset utilization, better customer retention, and faster innovation scaling. OECD materials on digital transformation repeatedly stress that digital development requires enabling foundations, coherent policy and governance practices, and effective use of technologies and data rather than mere access to tools [1], [2].

A second major avenue is the redesign of business processes before automation. A common managerial error consists in digitizing inefficient routines instead of restructuring them. When an outdated approval chain or reporting procedure is moved into digital form without analytical revision, the enterprise often acquires electronic bureaucracy rather than efficiency. By contrast, real gains emerge when firms map end-to-end processes, eliminate redundant stages, reduce manual data transfer, standardize master data, and define clear process ownership. Automation then becomes an instrument of simplification. In operational terms, enterprise resource planning systems, workflow engines, robotic process automation, and sector-specific digital platforms can reduce time loss, improve traceability, and strengthen coordination across departments. Yet their performance depends on managerial discipline: processes must be measurable, responsibilities must be unambiguous, and deviations must trigger rapid corrective action. The broader OECD assessment of digital performance and the World Bank's treatment of productivity and AI readiness both indicate that gains depend on the effective organizational use of digital technologies, not on technology acquisition alone [1], [4].

RESULTS AND DISCUSSION

A third direction concerns the transition from intuition-dominated management to data-driven management. In the digital economy, the enterprise generates vast quantities of transactional, operational, logistical, and customer data. These data become economically meaningful only when management establishes rules for collection, quality control, access, interpretation, and use. Data governance is therefore not a technical supplement; it is a managerial institution. It determines who may rely on which data, under what standards, and for which decisions. Weak data governance produces contradictory reports, inflated performance indicators, delayed reactions, and strategic errors. Strong data governance, by contrast, allows management to align planning, budgeting, sales analysis, inventory control, and risk monitoring around a shared evidentiary base. OECD analysis explicitly notes that the use of data can spur productivity and innovation in firms, while inadequate uptake of data-processing technologies and uneven governance remain significant constraints [3].

The practical implication of data-driven management is the creation of integrated managerial analytics. Dashboards, predictive models, and scenario planning systems allow managers to move from retrospective control toward anticipatory governance. This has special relevance in volatile markets,

where demand shifts, supply disruptions, and price changes occur rapidly. When enterprises integrate internal data with external market signals, management can detect inefficiencies earlier, optimize procurement, improve financial planning, and adjust commercial strategy more precisely. Such capacity is central to digital economy competition because the speed and quality of managerial interpretation increasingly influence productivity. The OECD Going Digital framework and the World Bank's recent analysis of AI readiness both underline that the value of digital transformation depends on converting connectivity and data into actionable managerial capability [1], [4].

A fourth way to improve management efficiency lies in the development of human capital and digital organizational culture. Digital technologies do not replace the need for management competence; they raise its threshold. Managers must be able to interpret data, understand process interdependence, assess technological trade-offs, and coordinate multidisciplinary teams. Employees, in turn, require digital literacy sufficient to operate new systems, work with standardized data, adapt to redesigned workflows, and contribute to continuous improvement. Enterprises that neglect training frequently face hidden resistance, low adoption rates, parallel informal practices, and underutilized systems. The World Bank's 2025 framework is particularly relevant here because it identifies competency as one of the essential foundations for AI adoption, adaptation, and innovation, alongside connectivity, compute, and context [4]. From a management perspective, this means that efficiency depends on institutional learning. A digitally effective enterprise is not merely equipped with technology; it is structured to absorb, normalize, and improve the use of that technology.

Digital culture also influences how authority and coordination function within the enterprise. Traditional command systems are often too slow for environments shaped by platform competition, algorithmic pricing, and real-time customer feedback.

CONCLUSION

The digital economy has fundamentally changed the criteria by which enterprise management efficiency should be evaluated. Administrative economy, procedural speed, and cost minimization remain important, but they are no longer sufficient. Under digital conditions, efficient management must combine strategic coherence, high-quality data use, process transparency, technological adaptability, workforce competence, platform responsiveness, and institutionalized risk control. The analysis presented in this article shows that the central problem is not whether enterprises should digitalize, but how they should organize digitalization so that it strengthens managerial performance rather than producing fragmented modernization.

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