

BUSINESS AND BUSINESS PROCESS MANAGEMENT BASED ON THE PRINCIPLES OF THE DIGITAL ECONOMY**Turaeva S.F.**

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ABSTRACT: The digital economy sets the direction of transformation of traditional sectors of the economy, the emergence of new markets and niches. This article discusses new business models that are customer-oriented, which completely determines their structure: from a value proposition aimed at solving a predicted customer need, timely delivery (just-in-time) and to revenue streams based on the time the customer uses the product.

Keywords: business processes; client; optimization; integration; digitalization; information systems.

Introduction: In the conditions of modern realities, international processes of economic and technological development are characterized by high intensity, which is caused by the developing integration everywhere. In accordance with the concept of integration, information management tools related to various subjects of the economic system are integrated into a single information system. In turn, in accordance with the configuration of communications, both vertical interaction between subjects is built, through vertical information flows (orders, orders, reports), and horizontal, through functional interaction on the terms of the tasks set and is formalized in the form of protocols and acts. In accordance with the principles of the system approach, any system must first be investigated in relation to the external environment, and only then within its structure. This principle of consistent promotion of material and related flows should also be observed when designing corporate information systems. At the level of an individual enterprise, information systems, in turn, are divided into three groups:

- planned information systems created at the administrative level of management for making long-term strategic decisions.
- Among the tasks to be solved may be such as:
- creation and optimization of links in the commodity distribution chain;
- managing conditionally fixed costs;
- production planning;
- general inventory management;



backup power management and other tasks. At the same time, end-to-end planning is carried out in the sales-production-supply chain, which makes it possible to create an effective commodity distribution system that meets market requirements. Thus, the planned systems "integrate" the internal processes of commodity movement into the external environment;

- dispositive (or dispatching) information systems are created at the management level of a division, for example, a warehouse or workshop, in order to coordinate the activities of direct performers, as well as for rationing and controlling the movement of stocks, intra-factory routing; control and accounting of work in progress, shipments and other tasks;

- executive (or operational information systems) are created at the level of operational execution. Information processing in these systems is carried out at a pace determined by the speed of its entry into the computer. This is the so-called real-time mode of operation, which allows you to obtain the necessary information about economic processes at the current time and timely issue appropriate administrative and managerial impacts on the process. On the basis of these systems, various business management tasks related to planning, control, coordination, etc. can be solved.

Methods: In general, the advantages of integrated information systems consist in increasing the speed of information exchange, reducing the number of accounting errors, reducing the amount of unproductive, "paper" work, combining previously disparate information links. The essence of information systems and technologies is determined by the peculiarity of their functioning, characterized by specific conditions of their development and implementation, which determines a high degree of integration of software solutions. The basis of the information system of modern companies is business software, covering methods, tools and technologies for managing material and related flows of the company. The choice of one or another software option will be determined by the functionality, cost, availability for the subjects of the integrated system. When choosing software, the tasks of forming an information infrastructure, choosing software and hardware, reengineering business processes based on IP, information outsourcing, evaluating the efficiency of using information resources, organizing the introduction of complex, expensive IP, ensuring business information security are solved. It is worth noting that the market of information and communication technologies is very diverse, which in turn determines high requirements for the abilities and skills of IT managers, both in the development and design of information solutions and in operation. [2]

The documents that the system operates with must be formalized, unified, have the status and authority in accordance with the functions of structural units. Their support and updating are provided by special document management systems. Thus, the role of information support in the organization's business decisions is quite high, since it provides a rapid response of all subjects of



various kinds of changes and the influence of a wide range of factors both in the external and internal environment.

Information integration is necessary to build a unified information space that allows you to ensure the necessary speed, completeness and accuracy of obtaining information necessary for the provision of services at a particular time. The main tools of information integration are unified protocols, documentation languages and data exchange systems, open technologies, remote data access systems and mobile management. [2]

Integration of information resources refers to the tactical tasks of information management of modern business and is implemented using various tools and technologies at different levels:

The workplace is automated to work with a local IP, e-mail, office applications and access the Internet;

A department, service, or division is equipped with a network IP with a narrow functional orientation for working in groups, holding electronic meetings, and automating management;

The company carries out complex automation of management with a focus on relevant industry, national and international projects and programs. The program is developing towards the formation of integrated logistics networks and SCM with appropriate information support.

It should be noted that information integration is quite actively carried out in various organizational and technological forms, among which the most common:

network integration related to the construction of physical computer networks and data transmission networks under the control of network operating systems;

integration of business processes (business integration), focused on the integration of office work through e-mail and document management systems;

in-production integration related to automation of planning and management of production processes based on MRP, ERP, MES systems; [1]

intercorporate integration based on Internet technology, expandable to the level of integration with consumers;

integration of business applications and corporate-level data exchange tools that provide a comprehensive, interconnected solution to the tasks of the organization, operational and tactical production management, long-term planning and reengineering of business processes.

Results: A characteristic response to the needs of companies in information integration can be seen in the evolution of information systems, and this process is accompanied not only by the expansion of their functionality, but also by an increase in the level of compatibility with other systems.

Using the full potential of SCM Supply Chain Management allows not only to ensure the mobility of management, but also to minimize costs, thereby creating conditions for strengthening the competitive advantages of the business. The introduction of information and communication technologies in business process management contributes to the formation and development of "business process administration". Business process administration can be defined as a set of management functions and procedures carried out to implement strategic, tactical and operational tasks of an economic system. The complex of the main functions of administration includes: [4]

- Planning (strategic, tactical, operational);
- Organization of economic processes;
- Coordination of product distribution;
- Pricing (budgeting);
- Analysis and audit;
- Controlling.

The above administration functions represent a set of strategic and operational decisions. The main stages of building business process administration are as follows:

- first, a mission, strategy is developed, which determines the vector of further business development;
- the next stage is the formation of an integrated information space, which is necessary for sustainable online interaction in the format of the micro and macro environment of the company;
- then – identification, controlling of business processes based on an agreed system of economic (reference) indicators and joint measures to eliminate deviations;
- at the last stage, information support for administration is selected in the form of software with the necessary applications and updates.

The development of business administration should take into account: the degree of economic development at the micro and macro levels, the power and breadth of the product range, the degree of development of information technologies used in the business environment.



The concept of integration of business processes assigns special importance to the processes of reconciliation of interests and functional responsibilities of subjects aimed at optimizing overall costs, continuity and improving the quality of contractual obligations. Provided that the interests of the subjects of the integrated system are coordinated, the following actions must be performed:

first, the implementation of pricing, marketing, and service policies based on the principles of continuity, complexity, and targeting;

secondly, the formation of a supply chain on the terms of coordination of all operations throughout the entire process of commodity distribution, in accordance with the principle of Just-in-Time;

thirdly, the integration of entities (at the macro level - several enterprises; at the micro level - divisions, divisions, workshops) that are at the previous and subsequent stages of commodity movement, that is, the formation and development of sustainable, mutually beneficial cooperation;

fourth, the integration of strategic development in accordance with the peculiarity of the life cycle of the good. In this format, the important aspects are: the configuration of the integrated system, the range of strategic tasks and monitoring of the implementation of agreements in accordance with the agreed action plan. Defining elements of integrated systems and designing interactions between them will create access to online information.

Discussion: It should be noted that business processes should be developed in accordance with the corporate strategy in the format of the organization's mission. The main guideline in the development and implementation of the development strategies of the organization must adhere to the principle of their main purpose, which is to strengthen the competitive advantages of the business. Currently, for business development in modern conditions, the tasks of minimizing total costs in the format of strategic development and the formation of mutually beneficial partnership are the most priority.

Business process management requires a high degree of organization of the company's management of their competencies corresponding to the integration format of the development of ERP-class information systems and special software products to support business processes. [3] Currently, the processes of informatization have covered all spheres of human activity. One of the most important tasks of managing an organization at the present stage of development of the national economy is to ensure information security and continuity of business processes. With the help of business process modeling and subsequent control of their parameters, the company can more accurately describe its actions and promptly respond to changes in the external and internal business environment. An information network is an essential condition for building a business



partnership, and its rational configuration largely determines the effectiveness of the organization's development.

The strategic decision on the configuration of the information network includes: determining its prospective structure, information channels and chains, the quantitative and qualitative composition of the links of the information system, the deployment of infrastructure capacities (own and leased fixed assets, distribution channels, economic infrastructure, etc.). The modern practice of business process administration involves solving a wide range of tasks of cross-functional and inter-organizational coordination by delegating authority and responsibility for decision-making in the field of strategic development of the organization. [1]

Further development of the structure of Uzbek ICT markets depends on solving a wide range of rather complex problems that require coordination of all efforts at the state level. In order to manage the production flows of an industrial enterprise in the "just-in-time" mode in the conditions of integration, it becomes fundamentally important to develop methodological approaches, models and mechanisms for managing the production flows of an enterprise on the terms of stable and mutually beneficial relationships with collaborators. To do this, it is necessary to carry out a comprehensive study of the entire production system and develop a new system for analyzing and managing the company's activities based on modern logistics and information solutions.

Conclusion: Thus, the correctness, consistency, consistency of business process administration contributes to the improvement of the organizational and economic stability of the business on the terms of mutually beneficial partnerships, intercorporate coordination of business processes, allowing to eliminate conflicts between the functional divisions of the company and ensure integrated interaction with business partners. One of the main factors of the company's success and maintaining its pace of development is competitiveness. The potential of business administration makes it possible to implement the company's objectives within its mission, being a strategic factor in increasing competition.

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