IMPROVING STRATEGIC MANAGEMENT MECHANISMS FOR ENTERPRISES IN THE CONTEXT OF DIGITAL TRANSFORMATION

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Abstract: This article examines the theoretical and practical aspects of improving strategic management mechanisms of enterprises in the context of digital transformation. The study analyzes changes in enterprise management systems, strategic decision-making processes, and mechanisms for adapting to the market environment resulting from the rapid development of digital technologies. Particular attention is paid to the use of digital technologies, data-driven management decision-making, and the impact of artificial intelligence and digital platforms on enterprise performance. The article also considers issues related to increasing enterprise competitiveness, optimizing management processes, and expanding opportunities for strategic development under conditions of digital transformation. Based on the research findings, scientific and practical proposals and recommendations are developed to improve the organizational and economic mechanisms of strategic management of enterprises.

Keywords: digital transformation, strategic management, enterprise, digital technologies, digital management, management decisions, competitiveness, innovation, artificial intelligence, digital platforms.

INTRODUCTION

The digital transformation processes currently unfolding in the global economy are fundamentally altering traditional approaches to organizing and managing enterprise operations. The widespread integration of digital technologies into production, service delivery, marketing, logistics, financial management, and human resources requires enterprises to adapt their strategic management systems to these new conditions. In particular, the development of artificial intelligence, Big Data, cloud technologies, the Internet of Things (IoT), digital platforms, and automated management systems is prompting enterprises to re-evaluate their priorities within the competitive landscape.

Digital transformation is not limited merely to the implementation of modern information technologies within an enterprise's operations. It entails a comprehensive restructuring of the enterprise's business model, organizational structure, management processes, labor relations, customer interactions, and strategic decision-making systems. Consequently, a key objective of strategic management in modern enterprises is to establish and sustainably maintain a long-term competitive advantage by effectively leveraging digital capabilities. The ongoing processes of digitalization and economic modernization in Uzbekistan are increasing the urgency of improving enterprise management systems. Consistent reforms are being implemented across the country to develop the digital economy, widely adopt modern information and communication technologies, expand the scope of electronic services, and enhance the ability of business entities to utilize digital technologies. This process requires enterprises not only to undergo technological upgrades but also to re-evaluate their strategic management approaches.

In this context, assessing enterprises' readiness for digital transformation, integrating digital technologies into strategic management processes, making data-driven management decisions, and refining mechanisms for utilizing innovative management tools are of significant scientific and practical importance. This entails managing an enterprise's existing resources, digital competencies, technological infrastructure, human capital, and innovation potential within a unified strategic framework.

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Given the existing challenges, the primary objective of this research is to analyze current mechanisms for the strategic management of enterprises in the context of digital transformation and to develop scientifically grounded, practical proposals for their improvement. The study examines the impact of digital technologies on strategic management, factors influencing the digital development of enterprises, and opportunities to enhance management efficiency.

The scientific and practical significance of the study lies in the formulation of approaches aimed at boosting the efficiency, adaptability, and competitiveness of enterprises by integrating digital transformation processes with strategic management. These approaches can be utilized to develop corporate development strategies, establish priorities for the implementation of digital technologies, and improve the effectiveness of management decisions.

LITERATURE REVIEW

Issues regarding the strategic management of enterprises in the context of digital transformation have been extensively studied by foreign scholars. Notably, G. Westerman, D. Bonnet, and A. McAfee investigated the digital transformation of enterprises and demonstrated that the use of digital technologies can fundamentally alter an enterprise's customer relationships, operational processes, and business models. Drawing on the experiences of over 400 large companies, they identified the development of digital capabilities and the management of the transformation process as critical factors in securing strategic advantage. Furthermore, contemporary research is specifically examining the impact of digital transformation on strategic direction, competitiveness, business models, innovation, and decision-making processes.

Scholars in our country are also increasingly focusing on the strategic management of enterprises and business entities within the context of digital transformation. In particular, M.O. Yuldoshova's research directly addresses the improvement of strategic management methodologies for business entities in a digital transformation environment, substantiating the need to enhance strategic management through data-driven decision-making, the assessment of digital maturity, dynamic capabilities, and business model transformation. Furthermore, Sh.R. Buranbaeva's PhD research examines mechanisms for ensuring the financial stability of energy enterprises in the context of digital transformation. These studies demonstrate the necessity of analyzing digital transformation in conjunction with the management and development mechanisms of enterprises.

RESEARCH METHODOLOGY

The study examined the improvement of strategic management mechanisms for enterprises within the context of digital transformation, employing a systemic approach. Methods such as systemic, comparative, and logical analysis, as well as induction and deduction, were utilized throughout the research process. The impact of digital technologies on the strategic management and competitiveness of enterprises was analyzed based on existing scientific literature. Furthermore, SWOT analysis and expert assessment methods were incorporated to evaluate the influence of digital transformation on management processes. By systematizing and comparatively analyzing foreign and domestic scientific sources, the study identified the advantages and limitations of current approaches. Based on the findings, proposals were developed to enhance the digital development of enterprises and improve the effectiveness of their strategic management.

ANALYSIS AND RESULTS

An analysis was conducted using the operations of the Uzum ecosystem as a case study to evaluate the practical effectiveness of strategic management mechanisms for enterprises undergoing digital transformation. Established in 2022, Uzum integrates e-commerce, fintech, payment, and delivery services into a unified digital ecosystem. By 2024, the ecosystem's monthly active users had reached nearly 16 million, and its net revenue stood at $150 million—a 50% increase year-over-year. The e-commerce segment's Gross Merchandise Value (GMV) reached $345 million, marking a 2.4-fold increase. These results demonstrate that integrating digital platforms, e-commerce, and financial

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services within a strategic management framework enables an enterprise to expand its market reach and enhance economic efficiency.

Results from 2025 indicate a further expansion of Uzum's digital transformation strategy. Throughout the year, the user base exceeded 20 million, while the e-commerce GMV surpassed $500 million, reflecting a 1.5-fold annual increase. The number of orders exceeded 34 million, and the network of pickup points expanded to 1,500 locations across more than 450 settlements. The number of active local sellers on the platform surpassed 17,000. Furthermore, Uzum's management model utilizes machine learning technologies for credit scoring, risk management, pricing, and the creation of personalized customer offers.

Table 1.

Results of the digital transformation of the Uzum ecosystem[1]

Indicator	2024	2025
Users	~16 million	>20 million
E-commerce GMV	$345 million	$500 million
E-commerce orders	—	>34 million
Active sellers	—	>17 000
Order pickup points	~1 000	1 500
E-commerce result	—	positive

Based on the data presented, the example of Uzum demonstrates that the core mechanism of strategic management lies in developing digital infrastructure, integrating services into a unified ecosystem, and making data-driven management decisions. In particular, the integration of e-commerce, fintech, and logistics has not only expanded the enterprise's customer base but also increased opportunities for utilizing additional services. The fact that over 50% of e-commerce payments within the ecosystem in 2025 were processed via Uzum's own fintech tools illustrates the practical outcome of this integration.

Thus, the Uzum experience demonstrates that it is more effective to approach digital transformation not as a standalone IT project, but as an integral component of the enterprise's overall strategic management system. When an enterprise's digital strategy unifies technological infrastructure, data, logistics, financial services, and customer relations within a single management system, competitiveness and market expansion opportunities increase. This outcome forms the practical basis for the strategic management mechanism improvements proposed in the article.

CONCLUSION

The results of the study indicate that improving the strategic management system of enterprises within the context of digital transformation is a key factor in ensuring their competitiveness and sustainable development in the modern market environment. Integrating digital technologies into management processes, making data-driven decisions, automating business processes, and effectively utilizing digital platforms enable enterprises to enhance their management efficiency.

An analysis based on the example of a grape ecosystem demonstrated that aligning digital transformation with an enterprise's overall strategic development policy leads to superior economic outcomes. Specifically, integrating e-commerce, fintech, and logistics services into a unified digital

[1] Manba: Uzum kompaniyasining 2024–2025-yillar bo'yicha rasmiy ma'lumotlari asosida muallif tomonidan tuzildi. https://uzum.com/en/press-center/news-and-press-releases/uzum-reports-strong-2025-results-as-investments-fuel-sustained-growth-across-fintech-and-e-commerce/?utm_source=chatgpt.com

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ecosystem facilitated the expansion of the customer base, the broadening of service offerings, and the optimization of business processes. Consequently, it is advisable for enterprises to develop digital strategies, cultivate human capital with digital competencies, leverage artificial intelligence and big data technologies, and establish mechanisms for making management decisions based on real-time data.

Overall, digital transformation represents not merely a technological upgrade for an enterprise, but a process of shaping a new model of strategic management. Therefore, the regular assessment of digital maturity in enterprises, the phased implementation of innovative technologies, and the monitoring of their economic efficiency should be designated as priority areas of strategic management.

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