

Yashil

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08.00.03 Sanoat iqtisodiyoti
08.00.04 Qishloq xo'jaligi iqtisodiyoti
08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
08.00.06 Ekonometrika va statistika
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08.00.09 Jahon iqtisodiyoti

08.00.10 Demografiya. Mehnat iqtisodiyoti
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08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
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FEATURES AND CHALLENGES OF DIGITAL TRANSFORMATIONS IN THE SERVICE SECTOR

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Abstract: The article considers the combination of the influence of the key modern socio-economic trends of digital transformation, humanization of social life, globalization, servitization and the sharing economy on the change of business models and the development of the service sector. There are identified the fundamental changes that occur under the influence of each of these trends and formed a list of characteristics of the current state of the service sector.

The factors determining the high pace of development of the service sector are identified and disclosed, among which one of the key ones is the digital transformation of the economy and social sphere. Positive changes in the service sector in the context of digitalization are formulated, leading to the emergence of a new phenomenon – "digital servitization". The main attention is paid to the issues of systematization and attempts to comprehend and classify the problems of digital transformation of the service sector, among which the authors identified: technological and innovative, economic and social problems.

Key words: Service sector, digital transformation, business model, servitization, sharing economy, digital services, digital innovation.

Annotatsiya: Maqolada raqamli transformatsiya, ijtimoiy hayotni insonparvarlashtirish, globallashtirish, servislashtirish va birgalikdagi iqtisodiyotni shakllantirishning asosiy zamonaviy ijtimoiy-iqtisodiy tendensiyalarining biznes modellarini o'zgartirishga va xizmat ko'rsatish sohasini rivojlantirishga ta'sirining uyg'unligi ko'rib chiqiladi. Har bir sanab o'tilgan tendensiyalar ta'sirida yuzaga keladigan tub o'zgarishlar aniqlangan va xizmat ko'rsatish sohasining hozirgi holatining xususiyatlari ro'yxati tuzilgan.

Xizmat ko'rsatish va servis sohasini rivojlantirishning yuqori sur'atlarini belgilovchi omillar aniqlanib, ochib berildi, ular orasida iqtisodiyot va ijtimoiy sohani raqamli transformatsiya qilish muhim omillardan biri hisoblanadi. Raqamlashtirish sharoitida xizmat ko'rsatish sohasida ijobiy o'zgarishlar shakllantirilib, bu yangi hodisa – "raqamli xizmat ko'rsatish"ning paydo bo'lishiga olib keldi. Asosiy e'tibor xizmat ko'rsatish sohasini raqamli o'zgartirish muammolarini tizimlashtirish, tushunish va tasniflashga urinish masalalariga qaratiladi, ular orasida texnologik va innovatsion, iqtisodiy va ijtimoiy muammolarga aniqlik kiritiladi.

Kalit so'zlar: xizmat ko'rsatish sohasi, raqamli transformatsiya, biznes modeli, xizmat ko'rsatish, almashish iqtisodiyoti, raqamli xizmatlar, raqamli innovatsiya.

Аннотация: В статье рассмотрено сочетание влияния ключевых современных социально-экономических тенденций цифровой трансформации, гуманизации общественной жизни, глобализации, сервитизации и формирования шеринг-экономики на изменение бизнес-моделей и развитие сферы услуг. Идентифицированы фундаментальные изменения, происходящие под влиянием каждой из перечисленных тенденций и сформирован перечень характеристик современного состояния сферы услуг.

Выявлены и раскрыты факторы, определяющие высокие темпы развития сферы услуг, среди которых одним из ключевых выступает цифровая трансформация экономики и социальной сферы. Сформулированы позитивные сдвиги в сфере услуг в условиях цифровизации, приводящие к возникновению нового явления – "цифровая сервитизация". Основное внимание уделено вопросам систематизации и попытки осмысления и классификации проблем цифровой трансформации сферы услуг, среди которых выделены: технологические и инновационные, экономические и социальные проблемы.

Ключевые слова: сфера услуг, цифровая трансформация, бизнес-модель, сервитизация, шеринг-экономика, цифровые услуги, цифровые инновации.

Over the past three decades, the service sector largely determines the main macroeconomic indicators of most countries of the world, significantly exceeds the industrial sector of the economy and agriculture in terms of gross domestic product, leads in the number of new jobs and the number of employees, and is a key sector in ensuring sustainable development and fighting poverty in the world. All over the world. The constant increase



in labor productivity in industry and agriculture due to the introduction of new technologies and increasing automation of processes makes the service sector the main source of sustainable employment for everyone, and especially vulnerable segments of the population. The development of the service sector is a universal process, which in the last two decades has been determined by a combination of the following key trends:

1. Digital transformation of the economy and social life;
2. Socio-economic processes of globalization, humanization and sustainable development;
3. Servitization trends and the emergence of hybrid products.
4. Development of the sharing economy and cooperation economy.

The digital transformation of the economy is defined by UNCTAD experts ^[19] as a socio-economic transformation initiated by the mass introduction and assimilation of digital technologies, i.e. technologies for creating, processing, exchanging and transmitting information.

Digital transformation is based on the processes of so-called digitalization, which is defined in the OECD Digital Economy Outlook report ^[14] as the transformation of information transmitted via an analog signal into binary code. The digital format has revolutionized the information industry because digital data can be converted an infinite number of times using digital devices without data degradation at high speed and with negligible variable costs. The economics of digitalization is based on the fact that digital technologies reduce the cost of storing, transmitting and analyzing data, which changes consumer behavior and the organization of production and social processes.

Digitalization in business is not a new process and inherits the automation of management systems, which appeared in the 1990s ^[3]. However, automation was based on the codification and formalization of business processes, automation of information processing, which was often entered into information systems manually. Digitalization involves the automatic collection, analysis and exchange of large volumes of data, which became possible at the beginning of the 21st century thanks to a combination of the following two conditions:

1. The spread of the Internet, which has led to the increasing interconnectedness of not only people, enterprises, governments on a global scale, but also devices, equipment and any objects united by Internet of Things technologies.
2. The spread of interconnected mobile technologies, the emergence, reduction in cost and rapid spread of new types of mobile devices and operating systems for them, which provided the opportunity for everyone to gain access to digital information processing processes as a manufacturer, buyer, seller, intermediary or consumer, as well as finally destroy spatial restrictions on access to information.

Despite the relative maturity of Internet and mobile technologies, the number of their users and volumes of use continue to grow. According to the Digital 2019: Q2 Global Digital Statshot report [9], the number of Internet users in the world grew by 8.6% during the period April 2018 – April 2019, or by more than 350 million people and as of April 2019 is 4.437 billion people or 58% of the world's population. In Uzbekistan, the Internet penetration rate is higher than the world average.

Thus, according to ^[1], the share of the population who had ever used the Internet in the total population aged 15–74 years in 2017 was 83.7%, and those who used the Internet every day was 60.6%. 4.031 billion people or 52% of the population use mobile Internet in the world. The largest increase in Internet users in 2018 was provided by countries such as India and China (44 and 29 million, respectively). 5.1 billion people use a mobile phone. The number of mobile Internet connections (excluding IoT connections) is 7.787 billion as of April 2019, or an average of 1.52 connections per unique Internet user. The number of IoT Internet connections according to the Ericsson Mobility Report June 2019 ^[10] is 8.6 billion and shows that mobile Internet traffic grew by an average of 4 billion gigabytes per quarter or 83% between June 2018 and June 2019 of the year. The introduction of fifth-generation 5G communication networks will provide the necessary conditions for realizing the potential of new technologies and completing the transition to the fourth industrial revolution (Figure 1).

1800 Industry 1.0	1900 Industry 2.0	1970 Industry 3.0	2015+ Industry 4.0	2030+ Industry 5.0
The invention of the steam engine marked the beginning of the first industrial revolution	Mass production, electricity and internal combustion engines Assembly line	Electronics, industrial robots, IT and automation of production processes Internet and the beginning of the information age	Digital supply chain, smart manufacturing Digital products and business models Data analytics as a core competency	Flexible and integrated supply networks Virtualized processes Virtual customer interaction Collaboration as a key driver of value creation

Figure 1: Brief characteristics of the technologies of industrial revolutions from 1800 to 2030+ ^[18]

The new stage of digital transformation (2010-2019) is the development of technologies for creating, transforming, codifying and transmitting digital data, including means of automating socio-economic processes, data analysis, blockchain technologies and artificial intelligence technologies based on machine learning. This has led to the so-called datafication, which means the transformation of social and economic activities and business processes into quantitative data that can be tracked in real time, collected and converted. The volume, volatility, and variety of data have given rise to the phenomenon of "big data." Datafication has led to the transformation of data into an economic good, an object of purchase and sale, and the emergence of a special concept of data trading, in which any companies that generate data as a by-product of their production activities can be involved.

Thus, digital transformation is based on increased investment in information and communication technologies, including software, hardware and communications. However, as noted in the OECD Digital outlook report [14, p. 198], this will lead to increased productivity and economic growth if investments are also made in the development of appropriate personnel skills and know-how, as well as organizational changes that include new business processes and business models.

Digital transformation is combined with a number of socio-economic changes in society, such as globalization, changes in local and global market regulation, pressure on prices and market volatility, increased population mobility, requirements for environmental protection and social responsibility, humanization and increased attention to such indicators, as the quality of life, well-being and happiness of the population. Digital transformation and socio-economic changes have led to the formation of a digital type of production and a digital type of consumption of goods.

The first trend led to the following changes:

1. Digital transformation of traditional goods and services, as well as the emergence of new digital products, applications and services that form an expanding digital business ecosystem. Digitalization has led to the improvement of such consumer properties of traditional products and services as accessibility, openness, functionality and security.
2. Involving consumers, partners and competitors in the joint creation of value of digital products and services through content creation; free interaction with other participants in value creation; transfer of data about your preferences, goods, services, transactions; Spread of information. This change especially affects digital platforms, where the so-called network effect occurs – the value of the platform and the services presented on it grows with the increase in the number of participants.
3. Datafication or transformation of data into the fifth factor of production along with land.
4. The transition from traditional value chains to integrated value creation ecosystems ^[18], as well as a change in the distribution of roles and profits in them, due to the emergence of new digital producers and intermediaries ^[22].

The formation of a digital type of production is considered in the works Kiel D., Arnold C., Muller J. M., Kai-Ingo Voigt ^[11]; Li Da Xu, Eric L. Xu & Ling Li ^[13]; Tishina, E. A., Rezantseva, E. Y., Reut, D. V. ^[20]; Uday Kumar Diego ^[21]; Vlasov, A. I., Grigoriev, P. V., Krivoshein, A. I., Shakhnov, V. A., Filin, S. S., Migalin, V. S. ^[23]; G. Westerman, D. Bonnet, A. McAfee ^[24]; Y. Yin, K. E. Stecke & D. Li ^[25].

Z. Zavadská and J. Zavadský ^[26], which clarify its distinctive characteristics, the degree of penetration of 4.0 technologies into various types of production and various stages of the life cycle of products and services, as well as their impact on the production system. A number of researchers (G. Westerman, D. Bonnet and A. McAfee ^[24], Akberdina V., Kalinina A., Vlasov A. ^[6]) propose models for assessing the level of digital maturity of production. The transformation is taking place from an organization that provides data-driven products and services to one that is primarily data-driven and uses such data not only to provide existing products and services, but also to create new ones (Figure 2).

Digital Workplace	Digital Design and Manufacturing	Digital Supply Chain	Digital Products and Business	Digital Customer Management
Internal knowledge sharing Electronic finance Digital HR	Process optimization for based on big data Predictive Maintenance Augmented Reality Digital Factory Digital design	Logistics visualization Procurement 4.0 Smart warehouse Effective spare parts management Autonomous B2C logistics Digital analytics and planning	Intelligent solutions and products Automated services Data-driven services Digital business models	B2B2C interactions Digital consumer experience Omnichannel sales integration Omnichannel marketing Micro-supplies Lifecycle management values consumer

Figure 2: Characteristics of a digital enterprise ^[18]



The formation of digital consumption is considered in the works of Salimova T. A., Vatolkina N. Sh. [4]; Kiel D., Arnold C., Muller J. M., Kai-Ingo Voigt [11]; S. Krubasik, V. Dirlea, R. Kidambi, C. Sachseneder [12]; Russell Belk [16]; Ryyänen, T. T. And Hyryläinen, T. T. [17] and is characterized by the following features:

- transition from the concept of “product ownership” to the concept of “access to products on demand”, when a product or service function is used in response to a need.
- the spread of distributed and multiple consumption of tangible and intangible goods, when different consumers can use the same good based on a rental or subscription mechanism. This has led to the emergence of the “sharing economy,” synonymous with the neologism “sharing economy,” which describes a new socio-economic phenomenon in which consumers do not need to purchase material goods or even services when it is possible to rent them from their owners for temporary use [5].

A new form of social platforms—messengers—also unite hundreds of millions of users, although they have limited functionality for creating and distributing content. The leaders include WhatsApp (1.5 billion users), FB Messenger (1.3 billion users), Weixin/WeChat (1,083 users). The size and speed of development of social networks has led to the formation of a special type of economic and social relations between participants, which are characterized by their own trends.

- hyper-personalization of products and services, when value is created jointly with the consumer at the time of use of products, services and solutions. This leads to a new phenomenon – mass customization, based on a combination of previously incompatible types of production – mass and individual.
- diffusion of expectations: consumer expectations regarding the quality of products and services, consumer experience are cross-industry. Therefore, modern organizations compete not only within one industry, but also with leading digital service providers that shape consumer expectations regarding the quality of life in general.

The combination of changes brought about by digital production and digital consumption has led to the formation of the mega-trend of servitization or service orientation, which is the development of an organization's capabilities and processes to move from selling goods to selling goods integrated with services that provide value in use for a solution. client problems. As indicated in [7], this term was introduced in 1988 by researchers Vandermerwe and Rada and it is studied in such areas as service marketing, service management, production management, and information management.

The first level of servitization is the addition of services to a company's products in order to improve the process of using the product (for example, car maintenance). The second level of servitization refers to services that tailor the value proposition to the individual needs of the client, who is actively involved in the value creation process. The next level is reached when the service provider offers a holistic and tailored solution to the client's problem and completely moves from selling a product to providing a service. An example is the Total Care service of the aircraft engine manufacturer Rolls-Royce, when the consumer purchases the operational miles of the aircraft, rather than the engine and its maintenance services [2]. Servitization has led to the emergence of the Product-as-a-service phenomenon, which characterizes the general trend towards the dominance of customer-centric business models in mature and slowing traditional equipment markets, where manufacturers are looking for opportunities to form long-term relationships with customers and, as noted in [15] – projected cash flows.

Digital transformation has strengthened the trend towards servitization of goods due to the possibility of digital interaction with the client, collecting and processing his data, including based on IoT, making calculations, and creating a platform for the interaction of all participants in value creation. At the same time, digital transformation has led to the emergence of a countertrend – “productization”, in which standardized services are developed that, in terms of their reproducibility and economies of scale, have similar characteristics to material products. Examples are massive open online courses (MOOCS).

The combination of servitization and digital transformation trends has led to the formation of complex value propositions that combine tangible and intangible elements, information and interaction channels in different proportions. Value propositions exist not only in the form of products and services, but also in the form of platforms, solutions and projects, which has led to the emergence of corresponding business models.

Below is a proposed classification of business models, presented in Figure 3.

Transaction coverage	
Platform-centric business model	Solution-Driven Business Model
Product-centric business model	Project-oriented business model

Figure 3: Typology of business models in accordance with the approach [2]



Thus, the trends discussed have had the following impact on the development of the service sector:

1. The emergence of new types of services based on technologies of the era of digital transformation. Such services have different names – electronic services, digital services, ICT services, which makes it difficult to assess the level of their development and penetration.
2. Transformation of traditional types of services through digital transformation of its life cycle processes, which led to the following effects:

Firstly, the emergence of hybrid services. Hybrid services, compared to traditional ones, are characterized by such features as delocalization (the ability to gain access to the service regardless of the consumer's location and time of order), personalization of the service, which allows you to establish contact with each client, track his transactions and accumulate information for predictive service; standardization of services, allowing the use of a certain list of services for mass servicing; service scalability, meaning an increase in the throughput of the service organization's operating system and a decrease in the number of failures.

secondly, separating some processes of the service life cycle into a separate service that can be provided by another supplier using new technologies and rules for the relationship of participants.

Often, such changes lead to fundamental market transformations and the Uberization of traditional service providers^[8]:

1. Servitization of production activities and increasing the share of services in the value propositions and sales volumes of organizations belonging to traditional industries. Servitization has led to the emergence of new types of services based on providing the consumer with the opportunity to use the assets and competencies belonging to the supplier, in the form of single or complex solutions. Such services include product-as-a-service (PaaS) and cloud services Software-as-a-service (SaaS), Data-as-a-Service (DaaS) and cloud computing services.
2. Changing needs and expectations of consumers, including the emergence of the phenomenon of diffusion of expectations, when expectations regarding the quality of services in one industry extend to another industry.
3. The emergence of new forms and aspects of the relationship between the supplier and the consumer of the service, where any economic agent can become both a supplier and a consumer of services, including in the forms of customer-to-customer (C2C), machine-to-customer (M2C) and machine-to-machine (M2M), government-to-customer (G2C), business-to-government (B2G), government-to-business (G2B), peer-to-peer (P2P).
4. Formation of integrated value networks that bring together suppliers, intermediaries and even competitors to form a single value proposition on behalf of a specific organization. These changes indicate a radical transformation of value propositions, which cannot always be attributed to goods or services. Most often, this is a combination of service, physical and digital components. This has led to changes in the consumer properties of services, technologies for their provision and approaches to managing a service organization.

Today, another trend in the development of the service sector in the field of digitalization of the economy is the replacement of sales consultants in enterprises with robotic cash registers, with the help of which the buyer independently checks for goods and pays for them. This innovation literally became a breakthrough among society and attracted great interest. Robo-checkouts are a particularly popular method of service among young people. Thus, the digitalization of the economy in the service sector contributes to the efficient operation of the enterprise, bringing convenience and comfort to the majority of the population of Uzbekistan. At the same time, an innovative breakthrough creates a problem – a decrease in the number of employed people due to their replacement by technologies, which can cause a deterioration in the overall economic situation.

The application of the principles and methods of managing service sector organizations in the context of digital transformations aims to achieve tactical (short-term) and strategic (long-term) goals of the service sector organization, as well as increase the efficiency of its functioning by minimizing unnecessary and unjustified costs and ensuring profit growth.

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