THE ROLE AND PROSPECTS OF DIGITAL TECHNOLOGIES IN THE DEVELOPMENT OF THE SERVICES SECTOR

Menglikulov Javohirbek Ramazon ugli
Karshi State Technical University
Email: javohirbek0313@gmail.com

Annotatsiya: Ushbu maqolada zamonaviy iqtisodiyot sharoitida xizmat ko‘rsatish sohasini raqamlashtirishning nazariy hamda amaliy jihatlari atroflicha tadqiq etilgan. Maqolada xalqaro platformalar (Amazon, Alibaba, Uber) tajribasi hamda respublikamizda amalga oshirilayotgan "Raqamli O‘zbekiston – 2030" strategiyasi doirasidagi o‘zgarishlar qiyosiy tahlil qilinadi. An'anaviy va raqamli xizmat ko‘rsatish modellarining samaradorlik ko‘rsatkichlari baholanib, sohada uchrayotgan texnologik va infratuzilmaviy muammolar ko‘rsatib o‘tilgan. Tadqiqot yakunida xizmatlar sifatini oshirish, CRM va bulutli texnologiyalarni joriy etish hamda sohaning raqobatbardoshligini ta'minlashga qaratilgan ilmiy-amaliy takliflar ishlab chiqilgan.

Kalit so‘zlar: raqamli iqtisodiyot, xizmat ko‘rsatish sohasi, raqamli transformatsiya, CRM tizimlari, raqamli platformalar, operatsion samaradorlik, raqobatbardoshlik.

Abstract: This article explores the theoretical and practical dimensions of digitalizing the services sector within the framework of the modern economy. Drawing upon global benchmarking—including performance metrics of leading platforms such as Amazon, Alibaba, and Uber—the study evaluates the operational shifts driven by national strategies like "Digital Uzbekistan – 2030". Through a comparative breakdown of traditional versus digital service delivery models, key infrastructural bottlenecks and regional skill imbalances are identified. Ultimately, the paper provides evidence-based recommendations on optimizing operational workflows, adopting CRM and cloud infrastructure, and advancing service quality to reinforce market competitiveness.

Keywords: digital economy, services sector, digital transformation, CRM systems, digital platforms, operational efficiency, market competitiveness.

Аннотация: В данной статье исследуются теоретические и практические аспекты цифровизации сферы услуг в условиях современной экономики. На основе анализа опыта международных платформ (Amazon, Alibaba, Uber) и реализации стратегии «Цифровой Узбекистан – 2030» дана оценка текущему состоянию отрасли. Проведен сравнительный анализ традиционной и цифровой моделей оказания услуг, выявлены существующие инфраструктурные и кадровые ограничения. По результатам исследования сформулированы научно-

практические рекомендации по внедрению CRM-систем, оптимизации бизнес-процессов и повышению общей конкурентоспособности предприятий сферы услуг.

Ключевые слова: цифровая экономика, сфера услуг, цифровая трансформация, CRM-системы, цифровые платформы, операционная эффективность, конкурентоспособность.

Introduction: Today, the acceleration of digital transformation processes worldwide is bringing about fundamental changes across all sectors of the economy. In particular, the services sector is becoming a vital driver of economic development through the widespread implementation of digital technologies. The evolution of information and communication technologies, the expansion of internet infrastructure, and the growing share of online services make it possible to organize service processes more efficiently while enhancing service quality and speed. Therefore, developing the services sector based on modern digital technologies stands as one of the most pressing scientific and practical issues of today. Digital technologies are penetrating almost all domains of service delivery. Specifically, electronic payment systems, mobile applications, online ordering platforms, CRM systems, cloud technologies, and artificial intelligence-based solutions serve as essential tools for automating service processes, enhancing customer convenience, and boosting organizational efficiency. Consequently, enterprises experience a reduction in operational costs, alongside an increase in service quality and adaptability to consumer demands. In Uzbekistan, the development of the digital economy has been designated as one of the priority areas of state policy. In particular, the "Digital Uzbekistan – 2030" Strategy, approved by Decree No. UP-6079 of the President of the Republic of Uzbekistan dated 05.10.2020[1], outlined priority tasks for the widespread implementation of information and communication technologies across all sectors and fields, as well as the digital transformation of public administration, the economy, and the services sector. Within the framework of this strategy, special emphasis is placed on developing e-services, improving digital infrastructure, introducing modern information systems, and training personnel with digital skills. These reforms serve as a crucial factor in enhancing the competitiveness of the services sector and raising the quality of services provided to the population to a new level.

Main part: In recent years, global experience demonstrates that enterprises actively implementing digital technologies significantly enhance service quality, operational efficiency, and market competitiveness. The application of electronic platforms, artificial intelligence, cloud technologies, and Big Data solutions enables enterprises to rapidly identify customer needs, optimize costs, and deliver services in a

more convenient format. Consequently, such companies demonstrate sustainable growth rates in the international market.

Table 1

Compiled by the author based on World Bank data.

	2022 year	**2023 year**	**2024 year**
Amazon	513.98 $B	574.79 $B	637.96 $B
Alibaba group	126.49 $B	130.35 $B	137.28 $B
Uber technogy	31.88 $B	37.28 $B	43.98 $B

The data in Table 1 indicates that companies operating on the basis of digital platforms have demonstrated a sustainable growth trend in recent years. In particular, Amazon's revenue reached $637.96 billion in 2024, up from $513.98 billion in 2022, which reflects the high economic efficiency achieved through the effective utilization of digital technologies and innovative services. Similarly, while Alibaba Group has maintained steady growth in the fields of e-commerce and cloud technologies, Uber Technologies has succeeded in significantly increasing its revenues by developing transportation and delivery services via digital platforms. These results confirm that the widespread implementation of digital technologies in the services sector serves to enhance the operational efficiency of enterprises, expand the scope of services, and solidify their competitiveness in the international market.

Within the framework of this study, a comprehensive analysis was conducted on the extent of digital technology adoption in the services sector of Uzbekistan, along with its impact on service quality, efficiency, and economic development. In the course of the research, the current state of the services sector, the practical outcomes of implementing digital technologies, and the impact of this process on economic efficiency were evaluated based on statistical data and academic literature. The analysis indicates that digital transformation processes in Uzbekistan’s services sector have accelerated significantly in recent years. Specifically, the digitalization of electronic payment systems, online ordering platforms, mobile applications, e-commerce, digital banking services, and public services has contributed to improving the quality and convenience of services provided to the population[3]. At the same time, the insufficient development of digital infrastructure in certain regions, a shortage of qualified specialists proficient in applying modern technologies, and the persistence of traditional management methods in some service enterprises hinder the full implementation of the digital transformation process to a certain extent. It is observed that service processes are organized more efficiently in enterprises actively applying digital technologies. In particular, the utilization of CRM systems, electronic payment instruments, online booking systems, and customer engagement mechanisms via social networks has not only enhanced the speed and quality of services, but also enabled a

deeper understanding of customer needs and more effective managerial decision-making. Consequently, the volume of services is expanding, leading to an increase in enterprise revenues and market competitiveness.

Table 2

The differences between traditional and digital management models are summarized as follows[4]

Indicator	Traditional Model	Digital Model
Order Receipt	Phone or in-person	Online platform
Payment Settlement	Cash	Electronic payment
Marketing	Word-of-mouth advertising	Social media and targeted advertising
Customer Database	Paper-based	CRM system
Analytical Capability	Limited	Real-time

The results of the comparative analysis indicate that the digital management model enables a more efficient organization of service processes. Through this model, opportunities expand for automating management operations, rapidly processing data, and making informed strategic decisions based on that information. Consequently, service delivery lead times are reduced, human errors are minimized, and cost optimization is achieved through the effective utilization of available resources. Furthermore, the implementation of electronic payment systems increases the transparency of financial processes, contributing to more convenient and reliable settlement transactions. During the course of the study, the prospects for organizing services based on digital platforms were also examined. In global practice, platforms such as Uber and Airbnb have effectively managed relations between service providers and consumers using digital technologies, establishing systems to coordinate supply and demand, as well as to evaluate and monitor service quality. Adapting this experience to the personal services sector makes it possible to simplify interactions between customers and service providers, ensure transparency in pricing mechanisms, and continuously monitor service quality.

Conclusion: The research confirms that the sustainable growth and competitiveness of the services sector in the modern economy depend directly on the depth of digital technology adoption. The analysis of global platform leaders (Amazon, Alibaba, Uber) alongside national trends demonstrates that digital transformation is not merely a technical upgrade, but a fundamental driver of operational optimization and cost containment. To bridge these gaps and maximize the economic yield of digital service frameworks, the following action-oriented proposals are highlighted:

Infrastructure Development: Accelerate high-speed connectivity and enterprise cloud access in regional centers to ensure equal market participation for small and medium-sized service providers.

Process Automation: Encourage service enterprises to implement CRM architectures and real-time analytical systems to improve financial transparency and client management efficiency.

Workforce Upskilling: Establish targeted vocational and professional training programs focused on practical digital competencies for service personnel.

References

1. Decree of the President of the Republic of Uzbekistan. (2020). On measures for the approval and effective implementation of the "Digital Uzbekistan – 2030" Strategy (Decree No. UP-6079, October 5, 2020). https://lex.uz/

2. https://www.worldbank.org/

3. Xayrullayev, S. Y. (2025). The economic significance of services sector development in the digital economy. Digital Economy (Цифровая экономика), (10).https://cyberleninka.ru/article/n/raqamli-iqtisodiyotda-xizmat-ko-rsatish-sohasi-rivojlanishining-iqtisodiy-ahamiyati

4. Brynjolfsson, E., & McAfee, A. The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies. New York: W.W. Norton & Company, 2014.

5. UNESCO. Digital Learning and Transformation of Education: Global Education Monitoring Report. Paris: UNESCO, 2023.

6. World Economic Forum. The Global Competitiveness Report: Human Capital and Digital Transformation Indicators. Geneva, 2020.

7. Laudon, K. C., Laudon, J. P. Management Information Systems: Managing the Digital Firm. 17th Edition. Pearson, 2024.