

KEY FEATURES OF DIGITAL TRANSFORMATION OF SERVICE
ORGANIZATIONS

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Abstract. This article analyzes the processes of digital transformation of service sector enterprises based on international experience. It examines ways to improve service quality, efficiency, and competitiveness through the implementation of digital technologies. The study proposes directions for improving the digital transformation of service enterprises.

Keywords: Digital transformation, service sector, innovation, international experience, digital economy.

The service sector is currently undergoing significant changes, with traditional methods of doing business being replaced by new service methods, such as information and communication technologies, tourism, consulting, and recruitment. The introduction of sophisticated technologies and well-functioning service systems that respond to customer needs and service delivery processes will help increase the competitiveness of enterprises in the new industry and regional services market.

Although management processes in the service sector are based on the characteristics of the product (service) being created and have some differences from the management processes in industries that produce real goods, management processes in the sector are based on the identification of management goals and principles in classical management theories, and the selection of management methods and functions. is implemented through.

In the context of digital transformation, the organization and management of activities are based on digital platforms, taking into account the dependence of the beginning and end of the activity chain of all economic structures on relations with consumers. From an economic, rather than a technical or engineering perspective, it can be said that a digital platform is formed by a set of interconnected and complementary services. With the formation of digital platforms, networked governance emerges as the foundation of the digital economy.

The expansion and digitalization of the services sector, while simultaneously ensuring the rapid development of the sector, also creates risks that affect the activities of enterprises in the sector to varying degrees. Ensuring the economic efficiency of enterprises operating in the service sector in the face of existing and new risks depends primarily on the level of management efficiency in these enterprises. In other words, solving the tasks associated with the digitalization of management processes in the new conditions requires a thorough study and mastery of the theoretical aspects of digital management efficiency.

In the course of the research, the methodology for assessing the effectiveness of the introduction of digital management systems in the service sector was improved. It is appropriate to use clear criteria to assess the economic efficiency of digital management systems.

As a result of digital transformation, a company may face the following main risks, which are presented in Table 1.1.

External and internal risks of the company in the process of digitization ¹.

Table 1.1

External	Internal
Economic risks	
• severing ties with foreign markets; • Sanctions measures by other countries; • High tariffs on imported digital products • monopolizing markets, preventing competition	• long payback period for investments in digital technologies; • difficulty in assessing the economic effectiveness of implementation; • Inadequate, high cost of the project;
Risks in the field of personnel management	
▪ incomplete assessment of the results of digitalization; ▪ Lack of qualified personnel in the field	▪ Unpreparedness of the enterprise structure. ▪ Insufficient investment support ▪ communication breakdown in the company's work; ▪ staff optimization, staff shortages, ▪ Attrition of qualified personnel ▪ increase in training costs, increase in the qualifications of specialists, work with digital tools
Natural hazards	
• reduction of natural fuel and energy resources; • - ecological hazards.	• damage to basic equipment due to natural and man-made events;
Technological risks	

¹Compiled by the author.

• competitive advantages of imported digital technologies; • slow development of the household • digital products market.	• risk of information leakage and breach of confidentiality; • high costs of purchasing and implementing digital technologies; • - The current business model does not meet consumer needs; • low level of automation of enterprise business processes
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By investing in digitalization, businesses want to improve customer experience, optimize management processes, make informed decisions, and ensure security (information and personal data security, control employee access to certain areas or data). Any business will always rely on people, and we are not only talking about customers, but also about employees. The company's operations, decision-making, and the final result - the success or failure of any project - depend on their professional and personal qualities.

In the process of digital transformation, a manager may realize that his company lacks qualified and experienced specialists who can properly build processes, train existing employees to work with new technologies, and manage their adaptation. Therefore, they should be urgently found, hired, and quickly involved in solving tasks.

Communication breakdown. Implementing digital transformation can be accompanied by disruptions in software development and decision-making (DM), communication between managers and employees, and teamwork. Information can be generally unavailable or distorted, misunderstood, and ultimately affect work and the final results.

Risk of information leakage. In the age of digitalization, the risk of information management is increasing. The most common are data leakage, confidentiality breaches, and unauthorized access to company data or employees for various purposes. Incorrect assessment of digitalization results. There is a risk of incorrectly identifying indicators that could initially determine the success of a digitalization project. Regulations and other rules, recommendations and guidelines, documents with clearly defined KPIs (roadmaps, sprints, etc.), as well as training materials for improving employee skills will help to prevent this from happening. All of them should be available for everyone to see and understand.

The results of the digital transformation should be structured once again using the structure of the strategy map. Based on this, it is necessary to analyze which indicators can reflect the impact of the digital transformation on aspects such as finances, customers, processes, resources (people and technology).

Traditional financial indicators can be taken: sales revenue, various types of profit and profitability, company value, as well as individual indicators of cost reduction in various blocks of the value chain. Thus, WEF analyses reveal the positive impact of digital transformation on all sectors of activity within any enterprise in 2017 (industry). They looked at the five main "interconnected" areas of the company's activities separately - information technology, human resource management, finance and accounting, supply chain management, and research and development (Table 1.2).

If the financial results of digital transformation are clearly defined, traditional methods are used to assess the effectiveness of investment projects, such as payback period, net present value, profitability index, operating income level, and others. However, there will be financial implications in the near future, and it is important to identify changes in the company's external and business processes at an early stage.

In the future, clients will use the dynamics of general marketing indicators to assess the results of digital transformation, which can be supplemented with specific indicators depending on the marketing tools used:

- increasing advertising effectiveness;
- increasing conversion;
- increasing the number of new customers and audience coverage;
- increasing the number of points of contact with the company (customer touchpoints);
- increasing the number of customers attracted to digital marketing and communication channels;
- reducing the time to market for new products;
- increasing the lifetime value of the customer (lifetime value).

Table 1.2

Introduction of digital technologies in various functional areas of the enterprise [3]

Sectors	Technologies	Implementation result
IT	Cloud computing; AI technologies; Big data; BPM (Business Process Management) and SBPM (Subject Oriented Business Process) technologies.	Reduce the average business cost of IT maintenance from 25% to 5%. Organize the adoption of the process in a crowdsourcing environment based on experiments, which allows you to objectively examine the problem of reducing the time and cost of business processes.
Human resource management	Virtual noise; Peer-to-peer (P2P) networks; Reputation assessment systems; Remote interviewing; Web portals for searching and hiring employees; Intelligent recruitment systems.	Reduce average operating costs by approximately 7% over the next ten years.
Corporate Finance and Accounting	Cloud computing systems; Artificial intelligence (AI).	Increase the efficiency and effectiveness of the transfer business due to the expanded computing resources - platforms,

		services and applications. Reduce the average cost of preparing analyses by 40%
Research and development	crowdsourcing; Robotics; AI technologies.	Saving financial and material resources in planning and controlling long-term, high-value projects
Purchasing and supply chain management	Driverless/automated vehicles and drones; Industrial Internet of Things; Cloud technologies; Quantum computing; Sensors and transducers (QR codes, RFID tags);	Companies using digital technologies have seen their average share of supply chain costs decrease from 0.5% to 0.22% of their net sales.
Customer relationship management	- SRM systems; - QR codes; - blockchain; - E-commerce; CMM, website SEO optimization.	Increase the level of satisfaction of customers and increase brand loyalty through personalized marketing

At the level of business processes, the following non-financial indicators can also be distinguished:

- reducing the time to complete the process;
- increasing the accuracy of operations;
- reducing the level of errors due to minimizing the human factor.

It is also recommended to include other efficiencies that are measured by more complex methods:

- increasing the level of integration of various elements of work;
- increasing the transparency of business processes;
- increasing the level of information protection and cybersecurity;
- improving the quality of communication.

At the personnel level, the following indicators can be distinguished: increasing labor productivity; expanding the skills and experience of employees; reducing regular working hours due to automation processes; availability of analytical data for employees.

From a technological point of view, the following can be described: the level of development of key digital technologies for the company; the level of data integration; the share of automated processes.

In general, it is recommended to assess the digital transformation process at different time intervals along six dimensions or directions proposed by Siemens:

- Data intensity: data management strategy, data collection, data storage and analysis systems, data-driven decision-making;
- connectivity of objects and entities: the use of sensors in manufacturing and sales, the integration of enterprises and manufacturing equipment into a single network;
- process optimization: digital design, product modeling and optimization, robotics;
- integration: the integration of enterprise data and supply chain participants;
- security: the implementation of strategy and security systems

cybersecurity;

- people: leadership and learning new knowledge and skills.

Thus, measuring the impact of digital transformation should first be approached from the perspective of assessing the technical and economic indicators of business processes, human and technological resources.

Methods for digital transformation of service processes

Digital transformation is the process of integrating digital technologies into all areas of a business, using digital technologies to create or transform new business processes, cultures, and customer experiences in response to changing business and market demands. Digital transformation goes beyond traditional roles like sales, marketing, and customer service; it begins and ends with the way a business thinks about, understands, and interacts with customers. Digital technologies and how we use them in our personal lives, at work, and in society have changed the rules of business and will continue to do so. Delivering an integrated customer experience not only meets current expectations, but also creates opportunities for future improvements and innovations. Customer service improves along with customer loyalty. For any entity, including representatives of the restaurant business, finding ways to increase the efficiency of its activities is a necessary and mandatory condition for maintaining its viability and competitive position. The pandemic has accelerated technological adaptation in the restaurant industry. Currently, initiatives planned three to four years in advance are being implemented. Restaurants that had digital strategies in place before the pandemic have fared better during the lockdown than their competitors who didn't. However, restaurant owners with more conservative policies need to understand that change is necessary and inevitable for a successful business. When it comes to implementing new technologies like artificial intelligence, we also need to improve the quality of customer service. Restaurants generate a lot of data through software that controls everything from food delivery and shift scheduling to order fulfillment, delivery, and inventory management and billing. It is very important to systematize this information and use it for the benefit of business development. For any entity, including representatives of the restaurant business, finding ways to increase the efficiency of its activities is a necessary and mandatory condition for maintaining its viability and competitive position. Companies need to consider that not only financial indicators, but also indicators related to customer loyalty, depend on the success of adopting new technologies and management methods. Therefore, it is important to choose the right indicators to assess the effectiveness of transformations.

Many industries are improving their customer experience with mobile apps, and the restaurant business is no exception. Restaurants across the country are embracing mobile apps that customers can use to place takeout orders, make online reservations, reserve tables, use rewards programs, and browse menus. At the same time, the restaurant sector can encounter a significant amount of innovative ideas in the process of the "digital revolution".

At the same time, the restaurant business in Uzbekistan is characterized by an emphasis on national cuisine, the introduction of new technologies, and an increase in the number of fast food restaurants. The number of specialized catering establishments is growing every year, which indicates the feasibility of implementing digital transformation measures in this sector.

The restaurant industry is facing digital pressure from many directions. An organization must offer a memorable experience to capture the customer's attention and ensure repeat visits and recommendations. While the future of foodservice remains uncertain, quick-service restaurants have the opportunity to reimagine the consumer experience by identifying the value of new

products and services, leveraging big data, and rethinking the business models they use. Having a service organization that enables speed, efficiency, and strong collaboration through digital solutions is a critical component of running a restaurant business. Digital technologies allow businesses to serve customers wherever and whenever they are most comfortable.

To attract customers and give them a reason to stay, among other things, most establishments in the restaurant business are taking advantage of the fact that "Money Free" has become a ubiquitous feature because they understand that customers are increasingly willing to stay. The customer can access the payment system at any time via mobile devices - according to a study by the World Health Organization, the average person checks their smartphone 150 times a day. Other technologies are being introduced that will enable continuous access and simplify operations. Digital signage, for example, is an important technology for restaurants, allowing menus and prices to be mobile to meet customer demand, promote a specific menu item, suggest unique food combinations, or even provide customers with relevant information. It alerts when items or dishes are out of stock, when they are available, and provides information about the amount of allergens in food. Operators can add or remove items in real time based on inventory and change their prices to improve customer demand. Interactive displays are also an integral part of fast food establishments, allowing guests to conveniently view menu items, ingredient lists, energy values, and other useful information by touching the screen. In some establishments, other content, such as videos and games, can be accessed, which enhances the user experience. Additionally, the displays can be used as recruitment kiosks, allowing users to view and apply for jobs electronically, helping to streamline the hiring process for managers. Similar to interactive displays, self-service kiosks are another convenience that provide valuable job information to customers and restaurants. For customers, self-ordering gives them a sense of control by allowing them to set their own preferences: "Take the onions or mayonnaise off the plate." Self-service kiosks, both for the customer and the establishment, streamline the ordering process from the moment the order is placed to the moment it is filled, and also reduce the number of errors in ordering.

Using data analytics to realize previously unseen benefits is no exception, and the restaurant industry is no exception, as data collected from restaurant terminals, marketing, accounting, inventory, and planning systems helps reduce costs and maximize marketing K.01. Furthermore, restaurant technology data can improve customer experience, guest experience, and loyalty.

There are several notable characteristics of big data that make it difficult to collect and analyze without the right tools. These characteristics are volume, velocity, variety, and reliability. Essentially, big data is a very large amount of information that is delivered at high speed, in a variety of structures and formats, with varying degrees of accuracy and reliability. Structured data comes from business sources - for restaurants, this is all the data coming from POS systems, in addition to data on deliveries, accounting and human resources. Unsourced information may be challenged and removed from this site.

A system for notifying customers about the readiness of dishes

For fast food to be truly fast, it is necessary to minimize queues at the checkout. One of the reasons for long queues is that the kitchen staff is not working efficiently enough. In some cases, the kitchen's work is hindered by customers themselves, who order multiple items of the same dish at the same time, sometimes even menu items that require special preparation (for example, a standard sandwich, but without onions, etc.). In order to minimize the crowd at the checkouts, as well as to make the waiting time for the customer more enjoyable, it is proposed to introduce a special system of informing customers in the catering establishment. This is a wireless electronic notification system for visitors.

In an automated fast food restaurant, the customer comes to the counter and places an order. It takes a significant amount of time to prepare the order. The customer places the order, after which the cashier gives him part of the order, as well as a special pager. With the help of this pager, the customer goes to the hall and waits there, away from the cashier. When the food is ready to be delivered to the customer, the cashier presses a special button on the call block. This signals the customer's pager that the food is ready. The customer goes to the cashier, returns the pager to the cashier and takes the rest of the order.

The advantages of such a system are:

The waiting guest does not see the visible part of the queue, but calmly waits for his meal at the table;

After preparing the dish, the employee at the counter does not have to walk around the hall in search of the right customer. Instead, he simply presses a button and calls the customer himself;

The system allows the establishment to include more complex dishes that require more time to cook in the assortment. Such dishes, as a rule, are more expensive, but at the same time they bring more profit to the owner of the enterprise.

Advantages for a restaurant employee:

Reduction of queues due to an increase in the speed of customer service;

Increased revenue due to increased labor productivity of accounting staff;

Increased quality of customer service;

Formation of the image of a modern fast food establishment.

Under the influence of digitalization, significant changes are taking place in various sectors of the country's economy. There is a need to create and implement a digital information environment that ensures optimal cooperation between stakeholders: government officials, public and private companies, consumers, regulatory and supervisory bodies, potential investors, and others. Digitalization, in turn, is a purposeful process. In order to obtain a predictable and guaranteed result for any management action using automation tools, all information (and even material) resources are digitized (created digital copies) and network platforms are formed for interaction.

In particular, information technology has become increasingly important for the food industry, helping to develop a growing market and providing reliable data for predicting the dynamics of individual segments. Recent events related to the threat of the spread of the COVID-19 coronavirus have highlighted the particular importance and significance of the digitalization of the economy and the management of food products.

The active development of industries such as "tableless restaurants", food trucks and delivery services, especially in the context of the deep economic crisis that has arisen in the industry as a result of the pandemic and self-isolation, as a result of which the sales rooms of enterprises have been left without customers. The development of this segment also encourages food industry enterprises to improve the quality of services provided in order to meet customer demands and reduce the cost of the final product. The personalization of the population's nutrition, taking into account individual nutritional characteristics, places new demands on digital technologies that ensure the processing and storage of food products and diets. The formation of an innovative type of reproduction required approaches to creating a new organizational and economic mechanism for its regulation based on new intellectual products.

Over the past decade, the food industry has been described as a rapidly developing sector of the Uzbek economy. In this regard, a whole layer of food industry enterprises has formed on the market, the quality of which can only be assessed by consumer reviews on Internet sites. The

current situation significantly complicates the collection of official statistical data in this area and the assessment by state bodies of the quality of services provided by food industry enterprises.

Creating a single digital information environment with the ability to collect data solves the problem of unreliable information used in administrative, regulatory, and market-oriented actions in the food industry and allows for better implementation of management decision-making technologies. In particular, this data visualization technology is used in practice for the following:

- analysis and selection of raw material supplies based on a number of criteria, taking into account information on the advantages of decision-making;
- selection of areas for the construction of new enterprises, taking into account market demand, processing capacity, risks of raw material supply, etc.;
- assessment of the location of a food industry enterprise through the analysis of various data visualized using a geographic information system approach;
- shaping the human environment to create the necessary conditions for making decisions about healthy eating to prevent obesity in the population;
- Optimize the delivery of ready-made meals, both by road and by rail, as well as alternative delivery methods. In particular, the use of drones or cargo bikes. This delivery option is suitable in the context of a pandemic, as well as in urban conditions with traffic jams and the availability of schemes for car traffic.

Within the framework of the development of socio-economic systems, there is a need not only to provide information on the current activities of market entities, to make forecasts and identify measures for the effective management of all processes, but also to be able to solve the problems associated with them. Classification of public catering establishments in a simple and convenient manner. In modern market conditions, the classification of food industry facilities has acquired a new meaning due to the many changes that food enterprises have undergone and the importance of the socio-economic functions they perform.

Advantages of developing a single digital information environment for catering enterprises in Samarkand:

The authors conducted research on the Samarkand catering market and focused on the city's food industry in order to create a single digital information environment based on decision-making technology.

The complexity of assessing the food industry market in Samarkand is such that a number of enterprises do not officially register with the executive authorities that assess the quality and safety of services. This significantly complicates the assessment of the market, monitoring the quality of services provided, and the culture of service provision.

The creation of a single digital information environment consists of the following steps:

1. Identification of the main requirements for the functionality of the operating single digital information environment (UDIS).
2. Creation of a database of food industry enterprises based on the established evaluation criteria.
3. Development of technical specifications for the database operated by the ESIS.
4. Development of technical specifications for the ESIS.
5. Development of the USIS architecture.
6. Development of the ESIS shell.
7. Testing and disk debugging of the ESIS.

The main functional requirement of the USIS is to ensure the monitoring and analysis of food industry enterprises in dynamics (over time) with subsequent visualization of the established criteria for evaluation.

The selection of criteria for evaluating food industry enterprises was carried out taking into account the classification given in [9]: activity, name of the entity, name of the enterprise, type of enterprise, specialization in terms of assortment, service contingent - target audience and specialization in it, specific features of service provision, address, location, area of the trading floor, number of seats, average check, working hours of the enterprise, officials, availability of specialized workshops, number of employees, availability of additional services for the population. The "type of enterprise" evaluation criterion means the following: restaurant, cafe, bar, kitchen, fast food restaurant, buffet, buffet, kitchen, culinary department. Depending on the type of activity, food industry enterprises are divided into stationary and mobile enterprises.

The era of digitalization has brought to light many information technologies that are successfully used today both in organizing management processes in food industry enterprises and in methods of promoting products and services in this market segment. Digital transformation is the process of integrating modern digital technologies into the business processes of socio-economic systems at all levels, creating a system of final business processes that can be practically called a digital business ecosystem. This approach involves not only installing modern equipment or software, but also fundamentally changing the organization of management, corporate culture and external relations. As a result, the productivity of each employee and the level of satisfaction of customer needs increase, and the company gains a reputation as a progressive and modern organization.

Enterprise resource planning (ERP) is used for complex management at a food industry enterprise. Automation systems are conditionally divided into:

- Back office (accounting and control of enterprise resources), for example: R-keeper StoreHouse, iikoOffice, 1C: Enterprise. General catering.
- Front office (automation of the hall), for example: Traktir: Front-Office, R-keeper, Tillypad XL, 1C: Enterprise 8. Restaurant, Bit. Appetizer. Restaurant.

Business process management (BPM) is used to manage business processes in an enterprise, for example: YELMA BPM, Bizagi BPM Suite.

Customer relationship management (CRM) is used to manage sales and customer relationships. Such programs can be used, for example, 1C: Sales and Customer Relationship Management, TacoCRM, M-Bron.

Innovations in the field of IT products in the management of public catering establishments also include the development of software for assessing the skills of employees in the communications sector. Research shows that existing assessment methods such as KPI (Key Performance Indicator) and 360-degree feedback are difficult to apply to non-managers (waiters). This software creates an employee profile using a competency model, which allows you to combine different employee assessment criteria and create an ideal employee profile, which is created and stored in the software.

Compared to other companies in the service market, food service industry companies benefit from establishing long-term and stable relationships with customers. The most relevant in this regard is the current development of customer relationship management (CRM) software products, the purpose of which is to help the restaurateur establish (maintain) effective relationships with regular customers, optimize work with existing ones, and attract new ones. When a potential customer decides to visit a particular restaurant, he or she is guided by the factors of ease and convenience of online communication with the restaurant team (availability of all information, speed of placing an order (table), clarity of product description and order fulfillment, courtesy, attention to detail, etc.). .d.). Considering the relevance and importance of establishing the right relationship with consumers, developers of software products for catering

companies today offer dozens of new options for software and hardware systems in addition to the well-known R-Keeper: Poster, VLSI Presto, NOMIA, Quick Resto, LeClic and others.

According to an electronic resource that looks at the catering market, one of the most promising trends today is the growing popularity of "virtual restaurants" - tableless restaurants. Their sole purpose is to efficiently deliver food products to customers' homes or offices. This direction is especially relevant today, in the face of the threat of a pandemic, increasing the resilience of the entire system, especially in crisis situations that create new risks. For such food companies, establishing relationships with consumers is only possible in the online space through search engines and their own websites. Online food delivery services from stores and restaurants today occupy more than half of the global food technology market and the main share in Russia. In this market, American DoorDash, InstaSat, Uber are developing, as well as Yeas, European Deliveroo, Delivery Hero, Just Eat, Takeaway.com. In Russia, Yandex and Mail.Ru Group companies compete in online delivery, which own DeliveryClub, Zakazaka, and Instasmart.

To develop an information search system that allows various stakeholder groups (consumers, business owners, health inspectors, government agencies, restaurant critics, etc.) to search for a food industry enterprise that meets the established evaluation criteria. Special methods were used: dialectical method of cognition to clarify the concept of enterprise development; systematic approach, historical approach, methods of economic and statistical analysis, compilation method for analyzing factors determining the dynamics of development and changes in the food industry market; systematic and structural analysis methods for demonstrating the relationship between the efficiency assessment criteria used by stakeholders and the food industry development strategy; operational and strategic analysis methods to assess the ability to meet the needs of various groups of stakeholders.

By identifying the sources of information used for analysis, it is possible to increase the quality of analytical information necessary for making management decisions aimed at achieving the strategic goals of the enterprise; Develop and approve policies for accessing accounting and analytical data in systems; identify factors that may affect information obtained from accounting and analytical systems. When combining various evaluation criteria, it is necessary to determine their value for different groups of stakeholders and assess the possibility of forming integrated indicators based on them, as well as evaluate the means of processing analytical data that allow catering enterprises to be organized for various purposes. achieving socially significant results [5] (Rozhdestvenskaya, Rogova, Cherednichenko, 2020).

The information search system for analyzing and ranking catering establishments according to specified selection criteria allows for multi-factor filtering and evaluation of catering establishments, taking into account the interests of various user groups (consumers, business diners, restaurant critics).

CONCLUSION

Improving the classification of factors influencing the development of the service sector and service management, SWOT analysis of the national services market, analysis of questionnaires conducted among consumers and service providers, as well as expert conclusions, the degree of influence of factors was assessed, and based on the results of the assessment, the development of the sector based on digital technologies and identified areas of activity to increase the efficiency of management processes. An algorithm for increasing the efficiency of service enterprises based on a risk management system was developed using logarithmic and integral methods for assessing the factorial impact of risk indicators arising in service enterprises in a multiplicative relationship.



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