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THE IMPACT OF ARTIFICIAL INTELLIGENCE AND BIG DATA TECHNOLOGIES ON ENTERPRISE MANAGEMENT EFFICIENCY

Ergashev Tokhir Kurbanovich

ВЛИЯНИЕ ТЕХНОЛОГИЙ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА И BIG DATA НА ЭФФЕКТИВНОСТЬ УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ

Эргашев Тохир Курбанович

SUN'IY INTELLEKT VA BIG DATA TECHNOLOGIYALARINING KORXONA BOSHQARUVI SAMARADORLIGIGA TA'SIRI

Ergashev Tohir Kurbanovich

Abstract: This article analyzes the role of artificial intelligence (AI) and big data technologies in enterprise management across the Republic of Uzbekistan. Based on official data from the National Statistics Committee of the Republic of Uzbekistan, the study examined the volume of information and communication services, the number of newly created enterprises in this field, and the dynamics of the development of the digital economy. The priority areas defined in the Strategy for the Development of Artificial Intelligence Technologies of the Republic of Uzbekistan until 2030 were also analyzed. The results indicate that the country is expanding its digital economic and institutional base for implementing AI and Big Data technologies into enterprise management. At the same time, existing official statistics do not allow for the direct measurement of the impact of AI technologies on enterprise profitability, management speed, or error rates; such an assessment requires specialized enterprise-level data.

Keywords: artificial intelligence, Big Data, management efficiency, digital transformation, data analytics, enterprise management, digital economy.

Аннотация. В данной статье анализируется роль технологий искусственного интеллекта и больших данных в управлении предприятиями Республики Узбекистан. На основе официальных данных Национального комитета Республики Узбекистан по статистике исследованы объём информационно-коммуникационных услуг, количество вновь созданных предприятий в данной сфере, а также динамика развития цифровой экономики. Кроме того, проанализированы приоритетные направления, определённые Стратегией развития технологий искусственного интеллекта Республики Узбекистан до 2030 года. Результаты исследования показывают, что в стране последовательно расширяется цифровая экономическая и институциональная база для внедрения технологий искусственного интеллекта и больших данных в систему управления предприятиями. Вместе с тем существующая официальная статистика не позволяет непосредственно измерить влияние технологий искусственного интеллекта на рентабельность предприятий, скорость принятия управленческих решений и уровень ошибок. Для проведения такой оценки необходимы специализированные данные на уровне отдельных предприятий и соответствующие микроэкономические показатели.

Ключевые слова: искусственный интеллект, большие данные, эффективность управления, цифровая трансформация, анализ данных, управление предприятием, цифровая экономика.

Annotatsiya. Ushbu maqolada O'zbekiston Respublikasi korxonalarini boshqarishda sun'iy intellekt va katta ma'lumotlar texnologiyalarining o'rni tahlil qilingan. O'zbekiston Respublikasi Milliy statistika qo'mitasining rasmiy ma'lumotlari asosida axborot va aloqa xizmatlari hajmi, ushbu sohada yangidan tashkil etilgan korxonalar soni hamda raqamli iqtisodiyotning rivojlanish dinamikasi o'rganilgan. Shuningdek, O'zbekiston Respublikasida sun'iy intellekt texnologiyalarini 2030-yilgacha rivojlantirish strategiyasida belgilangan ustuvor yo'nalishlar tahlil qilingan. Tadqiqot natijalari mamlakatda sun'iy intellekt va katta ma'lumotlar texnologiyalarini korxonalar boshqaruviga joriy etish uchun raqamli iqtisodiy va institutsional baza izchil kengayib borayotganini ko'rsatadi. Shu bilan birga, mavjud rasmiy statistik ma'lumotlar sun'iy intellekt texnologiyalarining korxonalar rentabelligi, boshqaruv qarorlarini qabul qilish tezligi yoki xatolar darajasiga bevosita ta'sirini aniq o'lchash imkonini bermaydi. Bunday baholashni amalga oshirish uchun korxonalar darajasidagi maxsus ma'lumotlar bazasi va mikroiqtisodiy ko'rsatkichlardan foydalanish talab etiladi.



Kalit soʻzlar: sunʼiy intellekt, katta maʼlumotlar, boshqaruv samaradorligi, raqamli transformatsiya, maʼlumotlar tahlili, korxona boshqaruvi, raqamli iqtisodiyot.

INTRODUCTION

Artificial intelligence and big data technologies are expanding the possibilities of data collection, processing, forecasting, and management decision support in modern enterprises. AI algorithms can be used to forecast demand, analyze customer behavior, identify risks, and automate recurring operations. Big Data, on the other hand, allows for the consolidation of large volumes of data from various sources and their use for management.

The institutional significance of this direction in Uzbekistan is also reflected in the "Strategy for the Development of Artificial Intelligence Technologies until 2030," approved by Resolution No. PP-358 dated October 14, 2024. The goal of the strategy is to create legal, technological, and economic conditions for the implementation of artificial intelligence technologies in the economic and social spheres.

The aim of the study is to assess the emerging digital economic environment for the use of AI and Big Data technologies in Uzbekistan based on official statistical data and to identify potential mechanisms for these technologies to enhance enterprise management efficiency.

RESEARCH METHODS

The study analyzed the volume of information and communication services in the SIAT database of the

National Statistics Committee for 2020-2025 and the number of newly created enterprises and organizations in this field for 2016-2025. Additionally, the goals and directions of the Strategy for the Development of Artificial Intelligence Technologies until 2030, approved by Resolution No. PP-358, were studied using the document analysis method.

The study utilized methods of dynamic comparison, analysis of growth rates, statistical grouping, and economic-logical analysis. An important methodological limitation is that official open statistics do not contain management efficiency indicators for all enterprises in the "AI implementation/non-implementation" section. For this reason, the article does not use 30 enterprises, expert surveys, 30-40% efficiency, or other artificially created empirical figures.

RESEARCH RESULTS

1. Growth of the information and communication services market: The volume of information and communication services in the Republic of Uzbekistan increased from 15,861.1 billion soums in 2020 to 79,485.5 billion soums in 2025. During this period, the industry's volume increased nearly fivefold. According to the National Statistics Committee, the annual growth rate of this sector was 123.1 percent in 2020, 126.7 percent in 2021, 127.0 percent in 2022, 122.4 percent in 2023, 125.4 percent in 2024, and 122.7 percent in 2025.

Table 1.

Information and communication services	
Year	Information and communication services, billion soums
2020	15,861.1
2021	20,353.8
2022	27,938.0
2023	39,734.2
2024	56,865.2
2025	79 485.5

Source: National Statistics Committee of the Republic of Uzbekistan, SIAT.

This growth reflects the expanding market for digital infrastructure and information services for enterprises. However, this indicator itself does not signify the level of AI implementation; it is interpreted as an indicator characterizing the development of the overall digital environment necessary for the application of AI and Big Data solutions.

2. Dynamics of the creation of new enterprises in the information and communication sector: According to official statistics, the number of newly created enterprises and organizations in the information and communication sector increased from 944 in 2016 to 3,172 in 2025.

Table 2.

Dynamics of the creation of new enterprises in the information and communication sector	
Year	Newly created enterprises and organizations, units
2016	944
2017	1 002
2018	1,230
2019	1,633
2020	1,920
2021	2,528
2022	2,620
2023	2 932
2024	2 923
2025	3,172

Source: National Statistics Committee of the Republic of Uzbekistan, SIAT.



Between 2016 and 2025, this indicator increased nearly 3.4 times. The creation of 3,172 new enterprises and organizations in the information and communication sector in 2025 indicates the expansion of entrepreneurial activity related to the digital economy.

3. Management mechanisms for AI and Big

Data: AI and Big Data can be applied in several key areas of enterprise management. The first direction is forecasting: predicting demand using historical sales, prices, seasonality, and other indicators. The second direction is operational management: optimizing inventories, identifying production interruptions, and analyzing resource utilization. The third direction is customer relations: identifying customer segments, providing recommendations, and automatically processing inquiries. The fourth direction is risk management: identifying financial and operational risks based on data. To evaluate the effectiveness of such systems, enterprise-level decision-making time, forecast error, production cycle, inventory turnover, operating costs, customer service speed, and other KPIs must be regularly measured.

4. Institutional foundations for AI development

in Uzbekistan: The Strategy for the Development of Artificial Intelligence Technologies until 2030 was approved by Resolution No. PP-358 of the Republic of Uzbekistan. The document sets the goal of creating legal, technological, and economic conditions for the implementation of AI technologies in the economic and social spheres. This means that AI development is being viewed not as a separate IT field, but as a tool for modernizing economic sectors.

5. Correlation between the digital environment

and management efficiency: The growth in the volume of information and communication services from 15,861.1 billion soums to 79,485.5 billion soums between 2020 and 2025, as well as the creation of 3,172 new enterprises and organizations in this sector in 2025, indicates that the production and service base of the digital economy in Uzbekistan is expanding. This environment expands enterprises' access to data-driven management, cloud services, automation, AI, and analytics tools. At the same time, based on available official statistics, it is impossible to calculate exactly what percentage of enterprises that have implemented AI technologies are more efficient than others. Such a conclusion requires micro-data by enterprise.

DISCUSSION

The results of the study show that the digital economic base in Uzbekistan is consistently expanding for the entry of AI and Big Data technologies into enterprise management. The almost fivefold increase in the volume of information and communication services over five years and the increase in the number of newly created enterprises in the industry indicate the expansion of the digital services ecosystem. However, the expansion of technological infrastructure and the effectiveness of AI-based management are not the same thing. The effectiveness of AI depends on the quality of data, the IT infrastructure of the enterprise, the digital competence of employees, the readiness of management processes and the level of integration of technology into

the business strategy. Therefore, a step-by-step approach is advisable for enterprises: first, bringing data to a single standard, then implementing BI and analytical tools, and then launching AI pilot projects focused on a specific business problem. Each pilot project should be evaluated through pre-established KPIs.

In practice, enterprises can apply the following KPIs: forecast accuracy, decision-making time, production downtime, inventory turnover, operating costs, customer response time, and the number of identified risks. This approach transforms the implementation of AI from a technology purchase into a measurable business outcome.

CONCLUSION

The study showed that the digital environment necessary for implementing AI and Big Data technologies into enterprise management is rapidly developing in Uzbekistan. The volume of information and communication services increased from 15,861.1 billion soums in 2020 to 79,485.5 billion soums in 2025. At the same time, the number of newly created enterprises and organizations in the information and communication sector increased from 944 in 2016 to 3,172 in 2025.

The strategic directions for the development of AI in the Republic of Uzbekistan are institutionally defined by the Strategy for the Development of Artificial Intelligence Technologies until 2030, approved by Resolution No. PP-358. This creates new opportunities for enterprises to integrate AI technologies into management processes.

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