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“MOLIYAVIY TEXNOLOGIYALAR” ILMIY ELEKTRON JURNALI TAHRIRIYAT KENGASHI RAISI

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“Moliyaviy texnologiyalar” ilmiy elektron jurnali

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**DATA-DRIVEN STRATEGIC MANAGEMENT, ARTIFICIAL INTELLIGENCE AND
ORGANIZATIONAL RESILIENCE: LESSONS FROM A CZECH SERVICE FIRM
FOR UZBEKISTAN**

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Abstract. *This study examines how data-driven systems, artificial intelligence, strategic planning, and organizational design jointly strengthen organizational resilience in service firms. Drawing on qualitative field notes collected during a company visit in Prague, Czech Republic, and a review of relevant academic literature, the research identifies key managerial practices and develops practical recommendations for enterprises in Uzbekistan undergoing digital transformation.*

Keywords: *Digital transformation, strategic management, artificial intelligence, organizational resilience, dynamic capabilities, data-driven management, dashboards, strategy execution, internationalization, service firms, Uzbekistan, Czech Republic.*

**MA'LUMOTLARGA ASOSLANGAN STRATEGIK BOSHQARUV, SUN'IY
INTELLEKT VA TASHKILIY BARQARORLIK: O'ZBEKISTON UCHUN CHEXIYA
XIZMAT KO'RSATISH KORXONASI TAJRIBASI**

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Annotatsiya. *Ushbu tadqiqotda ma'lumotlarga asoslangan boshqaruv tizimlari, sun'iy intellekt texnologiyalari, strategik rejalashtirish va tashkiliy boshqaruv tuzilmasining xizmat ko'rsatish korxonalari barqarorligini mustahkamlashdagi o'zaro bog'liqligi o'rganilgan. Chexiya Respublikasining Praga shahridagi kompaniyaga amalga oshirilgan tashrif davomida to'plangan sifatli kuzatuv materiallari hamda tegishli ilmiy adabiyotlar tahlili asosida samarali boshqaruv amaliyotlari aniqlangan va raqamli transformatsiya jarayonidagi O'zbekiston korxonalari uchun amaliy tavsiyalar ishlab chiqilgan.*

Kalit so'zlar: *Raqamli transformatsiya, strategik boshqaruv, sun'iy intellekt, tashkiliy*





barqarorlik, dinamik qobiliyatlar, ma'lumotlarga asoslangan boshqaruv, analitik boshqaruv panellari, strategiyani amalga oshirish, xalqaro bozorlarga chiqish, xizmat ko'rsatish korxonalari, O'zbekiston, Chexiya.

ЦИРКУЛЯРНАЯ ЭКОНОМИКА, ЦИФРОВЫЕ ТЕХНОЛОГИИ И КОНКУРЕНТОСПОСОБНОСТЬ МСП: УРОКИ ГЕРМАНИИ ДЛЯ УЗБЕКИСТАНА

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Аннотация. В статье исследуется роль принципов циркулярной экономики и цифровых технологий в повышении конкурентоспособности малых и средних предприятий (МСП) на основе практического опыта Германии и возможностей его адаптации к условиям Узбекистана. Исследование объединяет результаты включённого наблюдения в рамках программы «Partnering in Business with Germany» 2026 года, официальную документацию программы, материалы предприятий и соответствующие источники государственной политики. В результате анализа выделены пять взаимосвязанных механизмов обеспечения конкурентоспособности МСП: восстановление и переработка ресурсов, цифровая прослеживаемость и управление на основе данных, инфраструктура качества и сертификация, эффективность логистики и организационные способности к инновационной деятельности. Результаты исследования показывают, что циркулярную экономику необходимо рассматривать не только как экологическую цель, но и как стратегический экономический инструмент, способствующий снижению сырьевых рисков, повышению ресурсной производительности, развитию рынков вторичных материальных ресурсов и расширению доступа к международным рынкам. На основе германского опыта разработаны практические рекомендации для Узбекистана, предусматривающие внедрение аудита ресурсоэффективности на предприятиях МСП, цифровое отслеживание движения материалов, совершенствование систем стандартизации и сертификации, развитие циркулярных государственных закупок, стимулирование промышленного симбиоза и формирование инвестиционных стимулов, связанных с измеримыми результатами повышения эффективности использования ресурсов.

Ключевые слова: циркулярная экономика, малые и средние предприятия, конкурентоспособность, цифровая трансформация, переработка, ресурсоэффективность, зелёный экономический рост, цифровой паспорт продукта, промышленная политика, Германия, Узбекистан, инновации.

Introduction

Digital transformation has moved from being a narrow information-technology initiative to becoming a central management challenge. Firms increasingly rely on data platforms, artificial intelligence (AI), digital dashboards, automated workflows and integrated customer systems not only to reduce costs but also to redesign decision making, organizational structures and business models. The management problem is therefore no longer whether firms should use digital technologies, but how they can convert those technologies into capabilities that improve strategic execution, profitability and resilience.

This issue is particularly relevant for service firms. Their value creation depends heavily





on people, knowledge, client relationships and the quality of managerial coordination. Unlike capital-intensive manufacturing businesses, service firms often face concentration risks around a small number of major clients or key employees, while growth can create complexity faster than formal systems develop. In such settings, digital tools can provide real-time visibility into time allocation, margins, client performance, capacity and operational risk. Yet technology alone does not guarantee better performance. Its value depends on organizational routines, leadership practices, talent development and the ability to translate strategic priorities into measurable action.

The article examines these relationships through an exploratory qualitative case analysis of a Prague-based independent service firm observed during a 2026 management field seminar. The case is analytically useful because the firm combines several features that are common among modern knowledge-intensive businesses: international clients, data-intensive operations, a growing use of AI, a need to manage specialist talent, and pressure to scale beyond its domestic market. The field material shows that the organization has developed integrated internal systems for planning, time tracking, forecasting, invoicing, profitability analysis and client dashboards; it also uses strategic planning, business-unit structures and talent-development mechanisms to support growth.

The study asks two questions. First, through which management mechanisms do digital systems and AI contribute to organizational resilience in a service firm? Second, which lessons are transferable to enterprises in Uzbekistan that are undergoing digital transformation and internationalization? The contribution is conceptual and practice-oriented. Rather than treating digitalization as a technology-adoption problem, the article interprets it through the lens of dynamic capabilities, organizational resilience and strategy execution.

The topic is timely for Uzbekistan. The national “Digital Uzbekistan – 2030” agenda places continued emphasis on expanding the digital economy and introducing modern information and communication technologies across sectors [10]. For enterprises, however, national digital infrastructure must be complemented by firm-level managerial capabilities. The case analyzed here suggests that the competitive value of digitalization emerges when technology, organizational design, strategic planning and human-capital development are aligned.

Literature review

Digital transformation is generally understood as a process in which digital technologies trigger significant changes in organizational structures, processes, strategy and value creation. Vial [1] emphasizes that digital transformation is not simply the adoption of new tools; it involves strategic responses to disruption and changes in organizational paths. Verhoef et al. [2] similarly distinguish between digitization, digitalization and broader digital transformation, noting that the latter requires changes in organizational structures, metrics and business models. This distinction is important because many firms possess digital tools without achieving a genuinely data-driven management system.

A useful theoretical explanation is provided by the dynamic-capabilities perspective. Teece [3] conceptualizes dynamic capabilities through the organization’s ability to sense opportunities and threats, seize opportunities, and transform or reconfigure resources. These capabilities are especially important in environments characterized by technological change and market uncertainty. Warner and Wäger [4] apply this perspective directly to digital transformation and show that digital renewal requires ongoing strategic adaptation in business models, collaboration practices and organizational culture. From this viewpoint, technologies such as AI, dashboards and data analytics create value when they improve the firm’s capacity to detect change, make decisions and reconfigure operations.

The link between digital transformation and organizational resilience has received increasing attention. Duchek [5] defines resilience as a capability that enables organizations to





anticipate potential threats, cope with disruption and adapt after adverse events. Browder, Dwyer and Koch [6] show that digital capabilities such as virtual collaboration, data-driven decision making, algorithmic reprogrammability and assisted decision making can strengthen organizational adaptation during crises. Zhang, Li and Zhao [7] further connect digital transformation with resilience through innovation capability and agile response. Recent research also suggests that dynamic capabilities can mediate or configure the relationship between digital maturity and resilience [8].

However, digital transformation can create new dependencies. A highly digitized firm may become dependent on particular platforms, data sources, specialists or client relationships. Recent research therefore warns that the effect of digitalization on resilience may be paradoxical: it can improve recovery capacity while simultaneously creating new forms of operational or resource dependence [9]. This observation is important for service businesses, where customer concentration, employee mobility and knowledge leakage can threaten continuity. Digital transformation should thus be combined with organizational mechanisms that distribute knowledge, reduce concentration risk and institutionalize decision processes.

Strategy execution is another critical part of the discussion. Kaplan and Norton's balanced scorecard framework [11] was developed to overcome the limitations of purely financial performance measures by connecting financial results with customer outcomes, internal processes, and learning and growth. Although the framework predates modern AI systems, its core logic remains highly relevant: strategy must be translated into a manageable set of indicators that guide behavior. Digital dashboards can strengthen this logic by making performance data timely and visible, while AI can support pattern recognition and exception detection. The challenge is to avoid reducing strategy to an overload of metrics; information systems should focus managerial attention on what matters most.

Internationalization adds a further layer. Digital service firms can export some activities relatively easily—analytics, media buying, standardized processes and data science—while other activities remain deeply dependent on language, culture and local knowledge. This creates a managerial tension between standardization and adaptation. The dynamic-capabilities framework suggests that internationalizing firms must continuously sense which capabilities are transferable, seize opportunities in selected markets, and reconfigure local-global combinations of resources. The Prague case provides a concrete example of how these theoretical issues are managed in practice.

Research methodology

The study uses an exploratory qualitative single-case design. The empirical material consists of structured field notes prepared during a management-oriented company visit and presentation in Prague in 2026. The notes capture the firm's business model, internal systems, use of data and AI, organizational structure, financial management, talent practices, strategic planning and international expansion priorities. The case firm is described generically as a Prague-based independent marketing and business-services company in order to keep the analysis focused on management mechanisms rather than on corporate promotion.

The field notes were analyzed through a theory-informed coding process. First, relevant observations were grouped under five managerial dimensions: data infrastructure, AI-assisted decision making, organizational resilience, strategy execution and internationalization. Second, each dimension was interpreted using the dynamic-capabilities categories of sensing, seizing and transforming [3]. Third, the observations were compared with academic literature on digital transformation and resilience [1–9]. This approach does not test causal hypotheses; instead, it develops an analytically grounded explanation of how complementary management practices may work together.

The method has limitations. The evidence comes from one firm and from field notes rather than a recorded interview dataset. The observations represent what was presented during the visit





and the author's structured interpretation of that material. Findings therefore cannot be generalized statistically. They are best treated as an exploratory case from which theoretically informed management lessons can be developed. Future research could test these propositions across larger samples of firms in Uzbekistan and Central Europe.

Analysis and results

The case reveals that organizational resilience does not result from one digital tool. It emerges from a system in which data visibility, AI-assisted analysis, structural risk reduction, strategy execution and talent development reinforce one another. Five findings are particularly important.

1. Integrated data systems turn operational activity into managerial visibility

The case firm built an internal system because generic tools did not fully match its operating model. The system integrates media planning, service tracking, time tracking, forecasting, invoicing, profitability, revenue planning, margin visibility and client dashboards. For a service business, this integration is strategically important because employee time and client-level resource allocation directly affect margins. The system enables managers to see where capacity is being used, whether accounts are profitable, where revenue leakage may occur and which business units require intervention.

From a dynamic-capabilities perspective, this infrastructure strengthens sensing. Instead of relying only on periodic financial reports or managerial intuition, leaders can observe patterns across clients, teams and services. The value is not simply “more data.” It is the conversion of fragmented operating information into a coherent management picture. This supports Vial's [1] view that digital transformation changes organizational processes and Verhoef et al.'s [2] argument that digital transformation changes the metrics through which firms manage performance.

The case also highlights the importance of data quality. Privacy restrictions, fragmented tracking and incomplete commercial data can weaken decision quality. The firm therefore places emphasis on standardized pipelines, internal data standards and unified dashboards. This suggests a practical principle: data-driven management is only as strong as the governance of the underlying data. For emerging-market firms, investment in analytics should be accompanied by clear data ownership, definitions and reporting routines.

2. AI is most valuable when used as decision support rather than managerial substitution

The case firm already uses AI for tasks such as copy support, formatting, workflow assistance, concept testing, content generation and insight creation. At the same time, the field material shows caution about compliance, data ownership, quality control and legal approval. The strategic direction is not to replace management with AI, but to move from static dashboards toward more proactive decision support: identifying underperforming units, flagging unusual patterns and surfacing potential commercial opportunities.

This pattern is consistent with research showing that assisted decision making is one of the digital capabilities that can strengthen resilience [6]. AI can increase the speed and breadth of managerial attention, but it should not be treated as an autonomous source of strategy. Human judgment remains necessary to interpret context, manage stakeholder relationships and evaluate risks that may not be visible in structured data. In management terms, AI expands the sensing capacity of the organization and can improve seizing by helping managers prioritize responses.

An important implication is that AI adoption should be problem-led. Rather than introducing AI because it is fashionable, the case firm links its use to concrete management problems: reducing reporting effort, improving insight generation, strengthening client value and identifying performance gaps. This reduces the risk of technology becoming disconnected from economic outcomes.

3. Organizational design can reduce concentration risk and convert experience into resilience





A central lesson from the field notes concerns concentration risk. The firm had previously experienced a situation in which the loss of a major relationship and associated talent exposed dependence on a limited number of people and clients. Its response was organizational rather than purely technological: relationships were distributed more broadly, business units were strengthened, responsibilities were clarified and internal systems were improved. The business-unit structure now functions as a partial risk-control mechanism by reducing the extent to which one client director or one major account can destabilize the whole organization.

This finding aligns with Duchek's [5] view of resilience as a capability developed through anticipation, coping and adaptation. The organization did not simply “recover” from a disruption; it changed its structure to reduce the likelihood that the same vulnerability would have an equally damaging effect in the future. Digital systems support this resilience by making client concentration, workload, revenue and margin exposure more visible, but the deeper adaptation is structural.

The case also shows that resilience depends on people systems. Leadership academies, management forums, development plans, structured feedback, talent mapping and growth pathways are used to reduce dependence on a few senior individuals. In service businesses, where knowledge and relationships are embedded in people, leadership development is a form of risk management. Digitalization without succession, feedback and capability building may actually increase vulnerability if only a small number of employees understand the systems.

4. Strategy becomes executable when long-term direction is translated into short-cycle management

The firm uses a hierarchy of strategic planning that moves from long-term vision to medium-term milestones, annual objectives and quarterly execution. Balanced-scorecard logic, KPI alignment and strategic-priority tracking are used to prevent strategy from remaining abstract. This creates a management rhythm in which long-term ambitions are repeatedly translated into team-level tasks and measurable goals.

The importance of this mechanism is that digital dashboards then have a strategic reference point. Without clear priorities, dashboards easily become collections of disconnected indicators. When KPIs are linked to strategic objectives, digital reporting can support corrective action and organizational learning. This extends the original logic of the balanced scorecard [11] into a digital environment: the organization still needs a limited set of strategically meaningful measures, but technology allows those measures to be monitored more frequently and connected with operational data.

The case suggests that the real unit of digital transformation is therefore not the software tool but the management cycle: objective setting, data capture, interpretation, decision, action and review. Firms that digitize only one part of this cycle may gain efficiency without gaining strategic adaptability.

5. Internationalization requires a deliberate distinction between transferable and local capabilities

The firm's international growth strategy distinguishes between services that travel relatively well and services that require strong local adaptation. Data science, analytics, media, strategy, process systems and scalable content adaptation can be exported more easily because they rely on standardized methodologies and technical capabilities. By contrast, culturally nuanced creative communication and emotional brand storytelling depend on language, market knowledge and local legitimacy.

This distinction is strategically valuable because it prevents internationalization from being treated as a simple replication exercise. Expansion to larger or higher-value markets requires the firm to identify which capabilities should be centralized, which should be localized and where local partners or teams are necessary. In dynamic-capabilities terms, internationalization combines sensing market opportunities, seizing them through selective service offers, and transforming the organization to support local-global coordination.





Table 1.

Case evidence interpreted through a dynamic-capabilities lens

Observed practice	Management function	Dynamic-capability role	Resilience contribution
Integrated dashboards and internal operating system	Profitability, capacity and performance visibility	Sensing	Earlier detection of weak performance and resource pressure
AI-assisted insight and exception detection	Faster interpretation and prioritization	Sensing / seizing	Quicker managerial response while retaining human judgment
Business-unit structure and distributed relationships	Reduction of client and key-person concentration	Transforming	Lower vulnerability to localized shocks
Leadership development and structured feedback	Capability replication and succession	Transforming	Reduces dependence on a few individuals
Long-term vision linked to annual and quarterly KPIs	Strategy execution and learning	Seizing / transforming	Faster correction when plans diverge from results
Selective standardization and localization in foreign markets	International scaling	Sensing / seizing	Reduces expansion risk and improves market fit

Source: Author's synthesis based on 2026 Prague field notes.

Management conclusions for enterprises in Uzbekistan

The findings have direct relevance for firms in Uzbekistan because national digitalization policies are creating a stronger technological environment, but firm-level competitiveness will depend on managerial implementation. “Digital Uzbekistan – 2030” emphasizes broad diffusion of modern information and communication technologies [10]. The case suggests that enterprises should interpret this agenda not as a request to purchase more software, but as an opportunity to redesign management systems around better information, faster learning and stronger organizational resilience.

First, service firms should create a small number of integrated management indicators that connect operational activity with economic outcomes. Time allocation, client profitability, sales conversion, receivables, capacity utilization and service quality should not sit in separate spreadsheets owned by different departments. A unified management dashboard can create a common language for decision making. For smaller firms, this does not require expensive enterprise software; the important point is the consistency of definitions, responsibility and review.

Second, AI adoption should begin with managerial bottlenecks. Suitable early use cases include summarizing customer interactions, classifying leads, flagging overdue tasks, identifying unusual cost or margin patterns, assisting with forecasting and preparing decision briefs. Human approval should remain in the loop for decisions affecting clients, employees, legal compliance or major financial commitments. This approach allows firms to capture productivity gains without confusing automation with accountability.

Third, growing firms should actively measure concentration risk. Revenue concentration by client, dependency on individual employees, platform dependency and supplier dependency





can all be monitored. If one person controls a critical client relationship or one customer accounts for a large share of revenue, management should treat this as a strategic risk rather than an informal reality. Documentation, shared account ownership, cross-training and succession planning can convert tacit knowledge into organizational capability.

Fourth, strategy execution should be designed as a management cadence. A practical model for Uzbek SMEs is to connect a three-year direction with annual priorities, quarterly targets and monthly performance reviews. KPIs should be few enough to guide action and broad enough to include customer, process, people and financial dimensions. Digital dashboards are most valuable when they make this strategy-execution chain visible.

Fifth, firms pursuing international markets should separate capabilities that can be standardized from those requiring localization. Technical and analytical services may be centralized, while client communication, branding and market-entry execution may require local partners or culturally competent teams. This is particularly important for Uzbek firms seeking to export digital, education, consulting or professional services, where trust and language can be as important as technical quality.

Table 2.
A practical transfer framework for Uzbek service enterprises

Priority	First management action	Suggested indicator	Expected benefit
Data integration	Create one monthly management dashboard	Client margin; capacity; receivables; conversion	Better visibility and faster correction
AI adoption	Automate one high-friction analytical workflow	Hours saved; error rate; decision cycle time	Productivity without loss of control
Concentration risk	Map top clients and key-person dependencies	Top-5 client share; single-owner relationships	Improved continuity and bargaining position
Strategy execution	Link annual priorities to quarterly KPIs	% of strategic milestones achieved	Closer alignment between plans and operations
Talent resilience	Cross-train critical roles and formalize feedback	Backup coverage; internal promotion rate	Lower key-person risk
Internationalization	Classify services as global, adaptable or local	Export revenue; local partner contribution	More disciplined market entry

Source: Developed by the author.

Conclusion

The case study shows that the managerial value of digital transformation lies in the combination of technology and organizational capability. Integrated data systems improve visibility; AI expands the organization’s ability to interpret signals; business-unit structures and distributed relationships reduce concentration risk; leadership development strengthens continuity; and structured planning connects long-term strategy with short-cycle execution. These mechanisms jointly contribute to organizational resilience.

The analysis supports the dynamic-capabilities view that competitive performance in changing environments depends on sensing, seizing and transforming rather than on static resources alone [3]. Digital tools can strengthen each of these processes, but they do not replace





management. The case firm's approach is especially instructive because digitalization is embedded in financial discipline, organizational design and people development. This helps explain why the same technology may produce very different outcomes across firms.

For Uzbekistan, the central implication is that enterprise digitalization should move beyond isolated software adoption. Firms should build integrated decision systems, use AI selectively for high-value management tasks, monitor concentration risks, institutionalize strategy execution and develop talent pipelines. These practices can help convert the broader national digital agenda into firm-level productivity and resilience.

The study remains exploratory. A single qualitative case cannot establish causal relationships or represent all Czech or Uzbek enterprises. Future research should examine multiple firms across service sectors, compare digitally mature and less mature organizations, and test whether integrated dashboards, AI-assisted decision processes and structural risk controls are associated with measurable improvements in productivity, profitability and resilience. Such work would provide a stronger empirical foundation for management policy and enterprise practice in Uzbekistan's evolving digital economy.

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