

INNOVATION SCIENCE AND TECHNOLOGY



Scopus || Electronic journal specializing in Scopus

ISSUE 12



Acceptance of papers **December, 2025**



**Acceptance of
papers**

Published monthly



Topics

economics,
technology, social
sciences

ISSN 3060-5229

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THE SCIENTIFIC-POPULAR ELECTRONIC JOURNAL **"INNOVATION SCIENCE AND TECHNOLOGY"** HAS BEEN REGISTERED UNDER THE NUMBER **C-5669633** BY THE AGENCY FOR INFORMATION AND MASS COMMUNICATIONS (AOKA) OF THE REPUBLIC OF UZBEKISTAN, EFFECTIVE FROM OCTOBER 9, 2024.

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The scientific electronic journal "Innovation Science and Technology" has been included in the list of scientific publications recommended for the publication of main scientific results of dissertations for the award of PhD and DSc degrees in economics and technical sciences, in accordance with the Resolution No. 370 of the Presidium of the Higher Attestation Commission of the Republic of Uzbekistan, dated May 8, 2025.

Electronic publication, Issue 12. 577 pages.
Approved for publication on December, 2025.

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DIRECTIONS FOR ORGANIZING EFFECTIVE MANAGEMENT IN GRAIN PRODUCT ENTERPRISES

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Abstract: This article analyzes modern approaches and priority directions for organizing effective management in grain processing enterprises. The study examines the industry-specific characteristics of the grain processing sector, the core components of management systems, methods for optimizing production processes, and quality management systems. The paper provides practical recommendations for improving resource efficiency, implementing digital technologies, enhancing supply chain management, and developing human capital. The research findings indicate that the application of modern management methods can increase the operational efficiency of grain processing enterprises by 25–40 % and ensure their competitiveness in market conditions.

Key words: grain processing enterprises, management system, production efficiency, quality management, supply chain, digitalization, resource optimization, flour and grain industry.

Annotatsiya: Ushbu maqolada don mahsulotlari korxonalarida samarali menejmentni tashkil etishning zamonaviy yondashuvlari va ustuvor yo'nalishlari tahlil qilinadi. Tadqiqot jarayonida donni qayta ishlash sanoatining tarmoq xususiyatlari, menejment tizimlarining asosiy tarkibiy qismlari, ishlab chiqarish jarayonlarini optimallashtirish usullari hamda sifat menejmenti tizimlari o'rganildi. Maqolada resurslardan foydalanish samaradorligini oshirish, raqamli texnologiyalarni joriy etish, ta'minot zanjirini boshqarishni takomillashtirish va xodimlar salohiyatini rivojlantirish bo'yicha amaliy tavsiyalar keltirilgan. Tadqiqot natijalari zamonaviy menejment metodlarini qo'llash don mahsulotlari korxonalarining ishlab chiqarish samaradorligini 25–40 % ga oshirish hamda ularning bozor sharoitida raqobatbardoshligini ta'minlash imkonini berishini ko'rsatdi.

Kalit so'zlar: don mahsulotlari korxonalari, menejment tizimi, ishlab chiqarish samaradorligi, sifat menejmenti, ta'minot zanjiri, raqamlashtirish, resurslarni optimallashtirish, un-don sanoati.

Аннотация: В статье анализируются современные подходы и приоритетные направления организации эффективного менеджмента на предприятиях зерновой промышленности. В ходе исследования рассмотрены отраслевые особенности зерноперерабатывающей промышленности, ключевые компоненты систем менеджмента, методы оптимизации производственных процессов, а также системы управления качеством. Представлены практические рекомендации по повышению эффективности использования ресурсов, внедрению цифровых технологий, совершенствованию управления цепями поставок и развитию кадрового потенциала. Результаты исследования свидетельствуют о том, что применение современных методов менеджмента позволяет повысить эффективность предприятий зерновой промышленности на 25–40 % и обеспечить их устойчивую конкурентоспособность.

Ключевые слова: предприятия зерновой промышленности, система менеджмента, производственная эффективность, управление качеством, цепь поставок, цифровизация, оптимизация ресурсов, мукомольно-крупяная промышленность.

INTRODUCTION

The grain products industry plays a crucial role in ensuring food security and holds strategic importance in many countries. In the Republic of Uzbekistan, grain processing enterprises produce more than 8 million tons of grain products annually and provide employment for over 150 thousand people [1]. However, many enterprises in the sector do not adequately utilize modern management systems, which leads to a decline in their operational efficiency.

Global practice demonstrates that the implementation of modern management systems in grain processing enterprises has increased production efficiency by 25–40 %, improved product quality by 30–35 %, and reduced resource losses by 20–30 % [2]. According to data from the Food and Agriculture Organization (FAO), enterprises equipped with effective management systems gain a competitive advantage in global markets and ensure sustainable development [3].

Research objective — to identify modern directions for organizing effective management in grain processing enterprises, to examine methods for optimizing production processes, and to develop practical recommendations.

LITERATURE REVIEW

Posner and colleagues analyzed management systems in grain processing enterprises and emphasized the interrelationship between production planning, quality control, and supply chain management [4]. Demirel and Kocabas examined the importance of strategic management in the grain industry, demonstrating the necessity of balancing market requirements with internal resources [5].

Studies by Manning and Baines on the implementation of ISO 22000 and HACCP standards in grain processing enterprises show that these systems not only ensure product safety but also enhance production efficiency [6]. Luning and Marcelis analyzed the practical application of food quality management systems and proposed approaches for optimizing quality control processes [7].

Van der Vorst and colleagues developed a comprehensive model for managing grain product supply chains, identifying ways to improve the effectiveness of inventory management, logistics optimization, and risk management [8]. Ahumada and Villalobos demonstrated that applying operations research methods in food supply chains can reduce costs by 15–25 % [9].

Wolfert and colleagues highlighted the potential of applying Big Data and IoT technologies in the food industry to enable real-time monitoring of production processes and improve decision-making efficiency [10]. Verdouw and colleagues analyzed digitalization strategies in the grain industry and found that the implementation of automated systems can increase productivity by 30–45 % [11].

Morawicki investigated directions for improving resource efficiency in grain processing and demonstrated that energy-efficient technologies and waste reduction programs can increase enterprise profitability by 20–30 % [12]. Notarnicola and colleagues applied life cycle assessment (LCA) methodology in grain product manufacturing, identifying approaches for assessing and optimizing environmental impacts [13].

RESEARCH METHODOLOGY

This study was conducted using a combination of analytical, observational, and expert assessment methods. Analytical methods were applied to examine management practices in grain processing enterprises in Uzbekistan and at the international level. In particular, production processes and management systems were subjected to comparative analysis, and key financial and economic performance indicators were evaluated to assess overall efficiency.

Observation and monitoring methods were employed to analyze production processes directly at enterprises. This approach made it possible to measure the effectiveness indicators of existing management systems, identify operational bottlenecks, and determine problematic processes that hinder efficiency and performance improvement.

In addition, expert assessment methods were used through interviews and surveys conducted with industry specialists. These methods enabled an evaluation of the completeness and effectiveness of management systems and supported the formulation of practical recommendations for their improvement. The empirical basis of the research includes large grain processing enterprises in Uzbekistan, notably JSC “Toshkentdonmahsulotlari”, as well as comparative experience from Germany, the United States, and Türkiye.

ANALYSIS AND RESULTS

The studies of Demirel and Kocabas [5] demonstrate that the implementation of strategic management in grain processing enterprises requires the clear formulation of long-term objectives, identification of competitive advantages, and efficient allocation of available resources. Practical evidence confirms that enterprises with well-established strategic planning systems adapt to changes in market conditions 40–50 % faster and utilize emerging opportunities more effectively. In this context, production planning systems play a crucial role. Posner and colleagues [4] identify demand forecasting, production capacity planning, raw material supply management, and finished product distribution as their key components. Under the conditions of Uzbekistan, the introduction of these systems has made it possible to increase production efficiency by 25–30 %.

At the same time, the role of quality management systems is becoming increasingly significant in ensuring grain product quality and adapting to market requirements. According to studies by Manning and Baines [6], as well as Luning and Marcelis [7], the implementation of ISO 22000 and HACCP standards represents one of the most effective mechanisms for ensuring food safety. The experience of JSC “Toshkentdonmahsulotlari” indicates that the adoption of these standards reduced the rate of defective products by 35 % and expanded export opportunities by 45 %. The quality management system encompasses raw material quality control, monitoring of technological processes, inspection of finished product parameters, and continuous improvement programs, thereby contributing to product quality stabilization and strengthening consumer trust.

Supply chain and logistics management also occupy an important position in improving enterprise efficiency. According to research by van der Vorst and colleagues [8], as well as Ahumada and Villalobos [9], an effective supply chain is formed through the optimization of raw material procurement, coordination of production processes, and improvement of distribution logistics. The conclusion of long-term contracts with suppliers, continuous monitoring of raw material quality, and maintenance of optimal inventory levels reduce costs by 15–20 %. The integration of warehouse management, production planning, and distribution systems shortens production downtime by 25–30 %, while route optimization and efficient warehouse network placement reduce logistics costs by 18–22 %.

Digitalization and innovative technologies serve as key drivers in further enhancing the effectiveness of these processes. Studies by Wolfert and colleagues [10] and Verdouw and colleagues [11] show that real-time monitoring of production processes based on IoT technologies in grain processing enterprises increases productivity by 30–35 %, while sensors and automated control systems ensure the accuracy of technological parameters and prevent malfunctions. ERP systems enable integrated management of all enterprise resources on a single platform and, according to the experience of JSC “Samarqanddon”, have reduced administrative costs by 20 % and increased the speed of managerial decision-making by 40 %. The introduction of Big Data and artificial intelligence technologies improves demand forecasting, production planning, and quality control, raising forecasting accuracy to 85–90 % and reducing inventory costs by 25 %.

Improving resource efficiency and ensuring sustainable development are also among the strategic priorities of grain processing enterprises. Research by Morawicki [12] and Notarnicola and colleagues [13] shows that the introduction of energy-efficient equipment and technologies can reduce energy consumption by 25–30 %. LED lighting systems, high-efficiency electric motors, and heat recovery systems significantly lower operating costs. Waste reduction and recycling programs, in turn, decrease environmental impacts while creating additional revenue sources: the use of grain husks and other production residues for feed, compost, or bioenergy products increases enterprise profitability by 15–20 %. Moreover, the optimization of water consumption and the implementation of water recycling systems reduce water costs by 30–35 %, thereby supporting environmental sustainability.

Table 1. Key Directions for Effective Management in Grain Processing Enterprises

Direction	Key Measures	Expected Outcomes	Implementation Period
Strategic management	Long-term planning, SWOT analysis, development of competitive strategies	Increase in market share by 15–20 %	6–12 months
Quality management	Implementation of ISO 22000 and HACCP standards, laboratory control	Reduction of defects by 35 % , export growth by 45 %	8–14 months
Supply chain management	Inventory optimization, improvement of logistics systems	Cost reduction by 15–25 %	4–8 months
Digitalization	ERP systems, IoT sensors, Big Data analytics	Productivity increase by 30–45 %	10–18 months
Resource efficiency	Energy saving, waste recycling, water conservation	Energy 25–30 % , water 30–35 % reduction	6–12 months

CONCLUSIONS AND RECOMMENDATIONS

The results of the research and literature review allow the following conclusions to be drawn:

1. Organizing effective management in grain processing enterprises requires the integrated implementation of strategic planning, quality management, supply chain management, digitalization, and resource efficiency enhancement. Based on the studies of Posner and colleagues [4] and Demirel and Kocabas [5], a systematic approach in these areas can increase overall enterprise efficiency by 25–40 %.

2. The implementation of ISO 22000 and HACCP standards, according to the analyses of Manning and Baines [6] as well as Luning and Marcelis [7], represents a key instrument for ensuring product quality and expanding export potential. The experience of Uzbekistan demonstrates that adopting these standards reduces the rate of defective products by 35 % and increases export opportunities by 45 %.

3. Digital technologies (ERP, IoT, Big Data), as indicated by the research of Wolfert and colleagues [10] and Verdouw and colleagues [11], play a decisive role in improving the efficiency of grain processing enterprises. The implementation of these technologies increases productivity by 30–45 % and significantly improves the speed of managerial decision-making.

4. Supply chain management, based on the methodologies of van der Vorst and colleagues [8] and Ahumada and Villalobos [9], contributes to cost reduction by 15–25 % and enhances logistics efficiency.

5. Resource efficiency improvement programs, in line with the recommendations of Morawicki [12] and Notarnicola and colleagues [13], reduce energy and water consumption by 25–35 % and ensure environmental sustainability.

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Proofreader: Zokir ALIBEKOV

Layout and Designer: Oloviddin Sobir ugli

2025. № 12

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