

## **Using the Experience of Modern Foreign Countries in Managing Food Industry Enterprises**

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**Abstract.** *This article recommends using the experience of advanced foreign countries in managing food industry enterprises. In addition, this article shows how to monitor the quality of performance of assigned tasks by employees at the enterprise and the perfect implementation of management instructions.*

**Key words:** *food industry enterprise, modern economy, effective management, organizational tasks of management, innovation race.*

**Introduction.** The accelerating economic reforms being implemented in our country are increasingly demanding innovative directions for the effective management of enterprises engaged in production. It is an urgent issue to study several management methods in the system used by the food industry and apply the most effective ones to the management of food industry enterprises. The management system is not only a specific management system, but also a form within which changes occur, the conditions for the transition of the system to a new quality appear.

Changes in the field of a systematic approach to food industry enterprises significantly increase the possibilities of management control over all variables affecting the success of the enterprise.

The establishment of activities at the enterprise through external and internal factors involves the participation of all its components (employees, fixed assets, raw materials, information) in order to occupy the highest position, to obtain high-quality results in an operational manner and with minimal costs. At the same time, vertical division is determined by the number of management levels, as well as subordination and directive relationships.

**Methods.** Multi-level management structures in large food enterprises differ in several respects at once. From this point of view, there are "differentiated" and "combined" organizational management structures. In differentiated structures, one level of management is used at the top level, and another at the bottom. On the contrary, in combined structures, two or more signs of differentiation are used at the same level, which creates two or more subordinations<sup>1</sup>.

Oziq-ovqat ishlab chiqaruvchi korxonalar o‘z faoliyati davomida boshqaruv tizimidan ko‘zlagan maqsad mahsuloti iste’mol qiymatini takomillashtirib, o‘zining pirovard mahsuloti raqobatbardoshligini ta’minlashdan iborat bo‘ladi. E.Deming tomonidan amalga oshirilgan tadqiqotlarda “Iste’molchi xohlagan paytda xohlagan narsasini olishi kerak” tamoyili ishlab chiqarilgan mahsulot sifatni ta’minlashning asosiy sharti sanaladi<sup>2</sup>.

<sup>1</sup> Евсеев, Н. Н. “Системный подход к менеджменту пищевого предприятия” // Пищевая промышленность. 2006. № 10. Стр. 56.

<sup>2</sup> Мазур И.И., Шапиро, В.Д. Управление качеством: учеб. пособие / И.И.Мазур, В.Д.Шапиро. -Казан: Идеал-Пресс, 2007. (Высшая школа менеджмента). - С.67.

Oziq-ovqat sanoati korxonalarini samarali boshqarish uchun turli boshqaruv vositalaridan foydalanish ham to‘g‘ri bo‘ladi. Boshqaruvga zamonaviy yondashuvlarning asosiy omili – bu korxonada amalga oshiriladigan jarayonlar to‘plamini aniqlashdan boshlanadi.

Har qanday ishlab chiqarish korxonasi asosiy va yordamchi ishlab chiqarish jarayonlarining ishlash tizimidan tashkil topgan.

Korxona tomonidan qo‘llaniladigan jarayonlarni tizimli aniqlash va boshqarish, eng avvalo, ularning o‘zaro ta’sirini ta’minlash “jarayonli yondashuv” deb qaralishi mumkin<sup>3</sup>.

**Results.** In order to achieve effective results in the activities of food industry enterprises, it is necessary to clearly define the main goals of the enterprise through management and the results to be achieved in the activities of the enterprise based on the plan, to identify specific categories of consumers for the products it produces, and to identify the needs and threats that the enterprise may face during its activities in order to achieve the results of the process in accordance with the plan. The management must also decide which markets the enterprise will offer its products to. It must develop decisions and various socio-economic policies in this area. The generalized characteristics of the main groups of enterprise processes are as follows: (see Table 1).

Table 1. Grouping of management of food industry enterprises by organizational tasks<sup>4</sup>.

Group	Process features
Home	-- the main types of products of the activity and their movement; -- the cost of products sold is formed; -- the result is accepted by the external consumer.
Assistant	-- not related to the main products; -- adds value to the products; -- the main process receives the result.
Management	- maqsad va mezonlarni belgilaydi; - barcha jarayonlarni muvofiqlashtiradi; - natijada butun korxonaning faoliyatini muvofiqlashtiradi.

In the process of innovation management, the collective action of higher education institutions is considered a highly effective action. It is desirable that each member of the team has a role in the implementation of innovations. According to F. Herzberg, the following roles are assigned to the manager in the institution: head, leader, liaison role, information receiver, information distributor, representative, initiator, elimination of violations, resource allocation, negotiation, etc.

It is necessary to pay attention to several scientifically based approaches to the coordination of production processes:

- provide an explanation of the description of the sequential actions performed in the organization of personnel activities;
- allow you to group work according to the principle of product separation for the customer and him;
- identify and consider processes as a set of actions that add value to the customer.

Today, in the process of integration into the world economy, the implementation of structural changes in any sector and industry of any country, taking into account existing opportunities and potential, and adapting advanced foreign experiences to local conditions, is recognized as a proven method for ensuring development. The development of existing sectors and industries, whose economic relations do not meet the requirements of the time, based on the experience of developed foreign countries,

<sup>3</sup> ГОСТ Р ИСО 9000-2001. Системы менеджмента качества: Основные положения и словарь. Введ. 2001. 08. 31. — М.: Госстандарт России; ИПК Изд-во стандартов, 2001

<sup>4</sup> Developed by the author.

allows us to somewhat accelerate the development period of the sectors of the economy of our republic.

**Discussion.** In the management of food industry enterprises, the correct and effective establishment of integrated relations, the sequence of chain connections of enterprises with each other are ensured. The identified problems in the activities of food industry enterprises require a new approach to creating a flexible integrated structure and establishing integrated relations in the food industry. It is necessary to propose a mechanism that reflects the essence of a flexible integrated structure for the food industry.

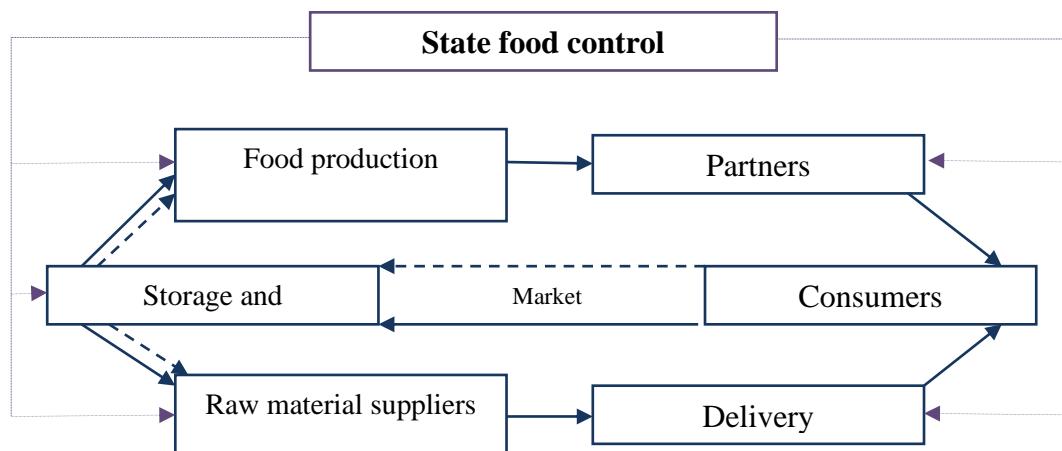
Among the most effective foreign experiences in managing the activities of food industry enterprises, the Japanese model of managing the activities of food industry enterprises also stands out from others in several ways. The Japanese model of management has created an innovative nationwide system of training employees for their profession in food industry enterprises. This system organizes internal training courses for the purpose of training managers for enterprises, state and private institutions, associations with a complex organizational structure that combine corporate and public. In this management system, human resources are considered the highest link, and special preparation for their management is necessary.

There are special organizations in Japan that study these problems, improve human capital, improve the quality of employee and personnel management, and in this process, provide advice on methods and means of state-funded training in business, selection and training of teachers, and other areas of organization.

### **Conclusion.**

Among the most effective foreign experiences in managing the activities of food industry enterprises, the Japanese model of managing the activities of food industry enterprises also stands out from others in several ways. The Japanese model of management has created an innovative nationwide system of training employees for their profession in food industry enterprises. This system organizes internal training courses for the purpose of training managers for enterprises, state and private institutions, associations with a complex organizational structure that combine corporate and public. In this management system, human resources are considered the highest link, and special preparation for their management is necessary.

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When studying foreign experiences in managing food industry enterprises, it is also necessary to study the experience of China, which has the largest consumer in terms of population on earth. In order to increase competitiveness in the enterprise, special attention is paid to the accumulation of experience by personnel, continuous improvement of skills and qualifications, and the development of corporate knowledge.

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