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Some Features of Organizational Management Structures of Fast Food Enterprises in the Region

Sarvarbek San'atbekovich San'atbekov

Urganch Ranch University of Technology Acting Associate Professor of the Department of
Economics, PhD

Abstract

This article examines some features of the organizational and managerial structure of fast food establishments in the region.

Key words: fast food, fast food system, fast food establishments, menu, client, franchising, strategy, organizational management

According to the basic principles of management, management responsibility gives meaning to all management. This also reflects the nature of managerial actions assigned to a specific organizational unit or employee member and the selection of an appointed manager.

Studying management procedures based on their responsibilities is crucial for determining the scope of work for each task, determining the number of management personnel, and defining the composition of the management team.

An appropriate management structure has been created for the effective management of the fast-food chain. It consists of various specialized sections related to decision-making and implementation processes.

The organizational framework should guarantee the effective distribution of responsibilities between the department and management relations, prevent redundancy of responsibilities at different levels, and take into account the potential for continuous improvement. Therefore, we consider it very important to create the organizational foundations of fast food systems based on the following main direction.

Firstly, it's important to remember that fast food systems are essentially chain businesses. In this regard, the system should be formed step by step.

In the first stage, when the network of enterprises is relatively small (20-25 units), direct management of enterprises by the association's management can be applied.

In the second stage (the period of development of a certain market), it is necessary to wait for the emergence of blind enterprises (50 or more). To deliver them, you need to create several empty stations. It is advisable to assign strategic tasks to this firm.

The most favorable organizational and legal status of a company is a joint-stock company. In this case, the structure of the firm itself includes: the general meeting of shareholders, the supervisory board, the executive body (directorate).

Analysis of the proposed tasks and organizational structures for managing fast food enterprise systems shows that, first of all, they reflect the stages of development of these systems.

Secondly, the proposed functions and management structures are designed for a blind-point (chain) firm, while management functions are designed for a single-unit enterprise, moreover, they are very large, since these functions cannot be implemented anywhere - a medium-sized, and even smaller enterprise, since such enterprises do not have the opportunity to manage it. In a chain firm, management functions are distributed more or less evenly among management levels and, most importantly, correspond to the intended purpose of each level. There is no need to create a single inconvenient administrative apparatus here, look for the form of building this apparatus, etc. Note that in general, the distribution of management functions between system management apparatus, regional departments, and enterprises is used in almost all large fast food systems.

The peculiarity and advantage of the proposed functions and management structures is that they provide for the widespread use of franchise agreements not mentioned in classical theory. In developed fast-food systems, most businesses are managed not directly by the system itself, but by franchising entrepreneurs who operate without forming a legal entity. In addition, the franchisor, relying on the main contract, can create its own enterprises, which will contribute to the expansion of the snowdrift of the individual fast-food chain. Therefore, it is no coincidence that the second function of the system management apparatus in general provides the function of expanding activities based on franchise agreements.

In general, the proposed tasks and structures are aimed at the sphere of public catering organization, that is, not at production, which prevailed in classical management theory, but at marketing.

According to our research, fast food enterprises in the public catering sector widely use strategic planning and management tools in determining the prospects for innovative development. In the Republic of Uzbekistan, a number of regulatory legal documents aimed at the innovative development of the country, including the "Uzbekistan 2030" Strategy and, on this basis, a number of documents and roadmaps for the development of the service sector, fast food enterprises, have been defined¹:

Of course, the strategies developed by fast food companies in the public catering sector fundamentally differ from the strategic development directions of other industry entities. Also, the process of strategic planning for the development of fast food enterprises requires in-depth analysis, a unique research methodology, and a scientific approach to the issue.

Today, one of the urgent scientific, practical, and methodological tasks is the development of a unified methodological approach to the development of an innovative strategy in the fast food sector.

In our opinion, the "Innovative Development Strategy of Fast Food Enterprises" for achieving strategic goals includes defining and determining the directions of innovation, which determine long-term goals that govern the decision-making processes related to innovation, embodying the business philosophy of TOK, and confirms specific actions, taking into account external conditions and existing opportunities.

This strategy is aimed at stimulating innovative activity in industry and provides robust technological support for production and services to achieve a competitive advantage. Success

¹ Ўзбекистон Республикасида умумий овқатланиш соҳасини 2021-2023 йилларда ва 2030 йилларгача бўлган даврда стратегик ривожлантириш концепцияси; Ўзбекистон Республикаси Президентининг “Хизматлар соҳасини ривожлантиришга доир қўшимча чора-тадбирлар тўғ’рисида” Қарори; Ўзбекистон Республикасида 2030 йилларгача бўлган даврда кишлоқ хўжалигини ривожлантириш концепцияси.

depends on effective management decisions on innovation and requires an organizational and economic structure integrated into a single system for the effective use of the economic potential of consumers supplying resources in the public catering network. In addition, it requires financial support in conjunction with targeted project management. Assessment of the strategy implementation process depends on the achievement of the intended goals and the effectiveness of the actions taken. When forming an innovation strategy, the following important factors should also be taken into account:

- resource factors (know-how, patent, invention, scientific and technical developments and technological processes, new raw materials and materials, labor, information and investment potential);
- economic factors (macroeconomic situation, financial and credit, insurance system, economic incentives, taxation and taxation);
- organizational factors (cooperation and integration, level and state of labor organization, economic activity, environmental protection and quality control, communication process, planning, forecasting process);
- institutional factors (organizational and legal form, innovation, scientific and technical, social, entrepreneurial policy, ideological processes);
- market factors (level and consistency of competition, the position of the enterprise, consumer practices and consumer behavior, the life cycle of the public catering industry);
- Innovative factors (technological patterns).

Today, market and innovative factors are considered to be of particular importance for fast food enterprises. This is explained, first of all, by the fact that the level of competition is intensifying in all sectors of the economy, and innovations have become the most effective means of increasing the level of customer satisfaction in the context of changing consumer customs. In such a situation, it is advisable to correctly assess the filling of market vacancies with the necessary goods and services and to correctly direct the innovation strategy.

Uncertainty of environmental factors and growth rates in a limited macroeconomic situation when developing a strategy for the innovative development of the fast food sector, it is advisable to adhere to the following principles.

These areas serve as the object of development and implementation of fast food enterprise strategies. To ensure innovative development, it is advisable to organize and manage all aspects symmetrically. At the same time, it should be noted that the development of fast food enterprises is also characterized by a diversity of directions. In this regard, when developing an innovation strategy, it is advisable to simultaneously develop 2-3 sub-strategies.

The strategy of innovative development of fast food enterprises provides for the implementation of projects for the development of food products, a network of restaurants, the enrichment of consumer properties and increasing purchasing power, as well as the development of national gastronomic tourism and serves to increase its competitiveness.

It should also be noted that the development and implementation of an innovation strategy should be carried out within the framework of the state's investment policy, based on certain criteria and parameters. According to this structure, at the first stage, the strategy is developed based on indicators of the previous period without forecast values. At the same time, the most priority and relevant areas of innovative development of the public catering sector will be identified.

Approximate indicators and methods for achieving it during the implementation of the plan are indicated. At the final stage, management choice is based on short-term planning and forecasts. The development of a strategy for the development of the fast food enterprise sector includes the analysis of material and technical resources, the determination of economic growth rates, and the

study of tendencies.

The current macroeconomic climate, under the influence of external uncertainty and volatility in growth rates, makes it extremely important to accelerate technological progress and innovative efforts to ensure sustainable growth.

It should be noted that the creation of a plan for the advanced development of the fast food industry is based on socio-economic data from previous years and existing technical capabilities. The implementation of this plan depends on environmental factors, consumer acceptance of innovations, promotion of innovations in different regions, and adherence to the innovation policy within the enterprise.

In the study, we present a method for creating and implementing a progressive growth strategy for fast food enterprises in the food industry. This approach serves as a basis for strategic planning at different management levels and at different enterprises, contributing to the effective allocation of resources. It is also necessary to make additional changes and adjustments to the indicative plan indicators of this algorithm in order to mitigate the negative impact of market conditions and the external environment.

It also allows for the rational implementation of the strategy by strengthening the methodological foundations of strategic analysis in decision-making, introducing effective forms and methods of strategic control, and improving new integration structures, as well as the communication and coordination system.

In our opinion, as mentioned above, the approach to developing a new strategy for the development of the fast food enterprise sector will allow making effective decisions in the innovative development of the catering sector. This will help stimulate industrial growth under conditions of an uncertain macroeconomic situation and changing external factors.

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