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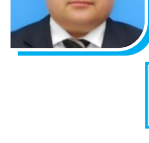
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IMPROVING THE METHODOLOGY FOR ASSESSING THE PROCUREMENT MANAGEMENT SYSTEM IN COMMERCIAL ENTERPRISES

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Abstract: This study focuses on improving the methodology for evaluating procurement management systems in retail enterprises. In the context of increasing competition, globalization, and rapid development of retail trade, effective procurement management has become a critical factor in ensuring business efficiency and financial stability. However, existing evaluation approaches often rely on limited financial indicators and fail to capture the multidimensional nature of procurement performance. The main objective of this research is to develop an integrated framework for assessing procurement management systems based on both financial and operational performance indicators. The study employs a quantitative research approach using data from selected retail and wholesale enterprises over the period 2021–2025. Various analytical methods, including descriptive, comparative, and ratio analysis, are applied to evaluate key performance indicators such as trade turnover, costs, profitability, and efficiency. The findings indicate that enterprises with effective cost control and stable profitability achieve higher procurement performance, while rapid growth without proper management of procurement processes may lead to inefficiencies. The proposed model offers practical implications for improving procurement strategies and decision-making in retail enterprises. Overall, this research contributes to the development of a comprehensive methodology for evaluating procurement management systems and can be applied in retail enterprises, particularly in emerging economies.

Key words: Procurement management; Retail enterprises; Economic efficiency; Financial performance; Supply chain management; Performance evaluation; Integrated model; Cost efficiency; Inventory management; Uzbekistan.

Аннотация: Данное исследование направлено на совершенствование методологии оценки систем управления закупками в предприятиях розничной торговли. В условиях усиления конкуренции, глобализации и быстрого развития розничной торговли эффективное управление закупками стало важным фактором обеспечения эффективности бизнеса и финансовой устойчивости. Однако существующие подходы к оценке зачастую опираются на ограниченный круг финансовых показателей и не позволяют в полной мере охватить многомерный характер эффективности закупочной деятельности. Основная цель данного исследования заключается в разработке интегрированной модели оценки систем управления закупками на основе как финансовых, так и операционных показателей эффективности. В исследовании применён количественный подход с использованием данных выбранных предприятий розничной и оптовой торговли за период 2021–2025 годов. Для оценки ключевых показателей эффективности, таких как товарооборот, расходы, рентабельность и результативность, использованы описательный, сравнительный методы, а также коэффициентный анализ. Результаты исследования показывают, что предприятия с эффективным контролем затрат и стабильной рентабельностью достигают более высоких показателей эффективности закупок, тогда как быстрый рост без должного управления закупочными процессами может привести к неэффективности. Предложенная модель имеет практическое значение для совершенствования закупочных стратегий и принятия управленческих решений в предприятиях розничной торговли. В целом данное исследование вносит вклад в развитие комплексной методологии оценки систем управления закупками и может применяться в предприятиях розничной торговли, особенно в странах с развивающейся экономикой.

Ключевые слова: управление закупками; предприятия розничной торговли; экономическая эффективность; финансовая результативность; управление цепями поставок; оценка эффективности; интегрированная модель; эффективность затрат; управление запасами; Узбекистан.

INTRODUCTION

In recent years, the retail sector has experienced rapid expansion, accompanied by intensifying competition in both global and domestic markets. Under these conditions, procurement management has become increasingly important for commercial enterprises. Efficient procurement processes ensure the continuity of business operations, support cost optimization, and contribute to improved organizational performance. In retail businesses, where product availability, pricing strategies, and supply chain efficiency directly influence customer satisfaction, procurement systems represent a critical strategic function.

In the context of globalization, digital transformation, and growing market volatility, retail enterprises are required to implement more adaptive and efficient procurement practices. Conventional procurement approaches are often primarily focused on minimizing costs and selecting suppliers, while insufficient attention is given to other important aspects such as supply reliability, inventory efficiency, and operational performance. This limitation highlights the necessity for more comprehensive evaluation approaches capable of capturing the multidimensional nature of procurement systems.

A review of prior studies indicates that much of the existing research has concentrated on financial indicators and supply chain optimization techniques. However, relatively little attention has been paid to the development of integrated evaluation frameworks that combine both financial and operational performance measures. This gap is particularly evident in the context of emerging economies, where retail enterprises face unique challenges related to market instability and resource constraints.

Against this background, the main objective of this study is to enhance the methodology for evaluating procurement management systems in retail enterprises by proposing an integrated assessment framework. The research aims to identify the key determinants of procurement efficiency and to develop a model that supports more effective managerial decision-making.

The results of this study are expected to contribute to the existing literature by providing a structured and comprehensive approach to procurement performance evaluation. In addition, the proposed framework offers practical value for managers by facilitating improved resource allocation, cost reduction, and overall efficiency in procurement activities.

REVIEW OF LITERATURE ON THE SUBJECT

The issues of procurement management and supply chain efficiency have been extensively examined in relation to improving organizational performance, especially within retail and service sectors. Contemporary studies increasingly recognize procurement not merely as a routine operational activity, but as a strategic function that significantly affects cost optimization, competitiveness, and long-term business sustainability.

Research by Christopher demonstrates that effective supply chain management enhances firm performance through the integration of logistics, procurement, and distribution activities [1]. Well-structured procurement systems help organizations reduce operational expenses while simultaneously improving service delivery and customer satisfaction. In a similar vein, Chopra and Meindl emphasize that procurement decisions are critical determinants of supply chain efficiency, particularly in retail environments characterized by fluctuating demand and complex inventory requirements [2].

According to Monczka and Lyson's, Farrington, modern procurement management encompasses a broader scope than traditional purchasing functions. It includes strategic sourcing, supplier relationship management, and performance evaluation. These authors argue that adopting a comprehensive procurement approach enables firms to enhance efficiency and mitigate risks associated with supply chain disruptions [3][4].

Van Weele highlights the necessity of aligning procurement strategies with overall organizational objectives. The study suggests that effective evaluation of procurement performance should incorporate both financial and non-financial indicators, as an exclusive focus on cost reduction may lead to inefficient managerial decisions [5].

More recent research has explored the growing importance of digital technologies in procurement and retail operations. Chen and Li indicate that digital transformation – particularly the use of big data analytics and artificial intelligence – can significantly improve procurement decision-making. These technologies allow companies to enhance demand forecasting, optimize inventory management, and minimize operational inefficiencies [8].

From a retail management perspective, Biggart argue that financial performance indicators such as profitability and cost efficiency should be complemented with operational metrics to achieve a more accurate evaluation of firm performance [6]. Similarly, Kahraman underlines the importance of customer-oriented and marketing strategies in strengthening retail performance, which in turn influences procurement effectiveness [7].

In emerging economies, studies by Umirov and Sobirova emphasize the role of financial stability and efficiency assessment in enterprise development. Their findings suggest that strengthening internal management systems, including procurement processes, is essential for enhancing competitiveness in developing markets [9].

Despite the substantial body of research, there remains a lack of comprehensive methodologies that integrate multiple dimensions of procurement performance. Most existing approaches tend to focus on individual indicators or narrow aspects of procurement activities. Therefore, this study seeks to address this limitation by proposing an integrated evaluation model that combines financial, operational, and strategic components of procurement management.

RESEARCH METHODOLOGY

This study employs a quantitative research approach to evaluate procurement management systems in retail enterprises and to develop an improved methodology based on integrated performance indicators. The research is based on indicators of sales and customers obtained from selected retail and wholesale enterprises.

This research adopts a quantitative approach to examine the effectiveness of procurement management systems within retail enterprises. The study is grounded on panel data collected from four companies operating in the retail sector over a five-year period from 2021 to 2025.

A set of key performance indicators was selected to ensure a comprehensive evaluation of procurement efficiency. These include trade turnover, profit levels, product return rates, customer base size, and average monthly order value. The selection of these indicators allows for simultaneous assessment of both financial outcomes and operational performance.

To analyze the data, several analytical techniques were employed, including descriptive statistics, comparative evaluation, and ratio-based analysis. Growth dynamics and profitability trends were examined to identify patterns in financial performance, while operational indicators such as return rates and customer expansion were used to assess procurement effectiveness.

In addition, the study utilizes an integrated evaluation framework (IPPEM), which combines multiple dimensions of procurement performance. This model enables a more holistic assessment compared to traditional approaches that rely on isolated financial metrics.

ANALYSIS AND RESULTS

The empirical analysis reveals a number of significant patterns in the performance of the selected retail enterprises over the study period.

To begin with, all companies demonstrated a noticeable increase in trade turnover. The most prominent growth was observed in “Sam Sifat Plus” LLC, where turnover expanded substantially from its initial level in 2021 to a significantly higher value by 2025. This indicates a strong expansion strategy and increased market penetration. Other enterprises, particularly “Sherzod Zoovet Malham” LLC, showed a more stable and consistent upward trend. The steady growth in both turnover and profit suggests a more controlled and efficient procurement system.

Profit indicators across all companies exhibited positive dynamics, although the rate of growth varied. Some firms achieved stable profit increases, while others experienced fluctuations, indicating differences in cost management and procurement efficiency.

Another important observation relates to product return rates, which generally increased during the analyzed period. This trend may reflect challenges related to supplier quality, inventory control, or mismatches between supply and customer demand. Customer numbers grew significantly in all enterprises, with the most rapid increase observed in “Sam Sifat Plus” LLC. This suggests strong demand growth but also implies greater complexity in managing procurement processes.

Finally, the upward trend in average monthly order value indicates an overall improvement in purchasing capacity and business activity within the retail sector (Table 1).

Table 1. Indicators of sales and customers of trading companies¹

Company	The volume of turnover (mln. Sum).	Profit (mln. sum)	Returned products %	Number of customers	Average order size per month (mln. sum)
2021 year					
"Razzakov Akbar trade star" LLC	2 284,49	108,56	1,2	34	197,53
"Sherzod zoovet malham" LLC	2 516,11	125,81	1,6	31	215,67
"Sam Sifat Plus" LLC	669,95	7,53	0,4	5441	91,14
"Arsh 313 savdo baraka" LLC	976,54	31,30	1,1	2746	133,92
2022 year					
"Razzakov Akbar trade star" LLC	2 954,36	145,39	1,8	38	241,80
"Sherzod zoovet malham" LLC	3 247,14	180,62	2,7	33	268,93
"Sam Sifat Plus" LLC	1 400,81	77,3	1,5	9304	196,23
"Arsh 313 savdo baraka" LLC	1 058,91	36,37	1	3071	148,18
2023 year					
"Razzakov Akbar trade star" LLC	3 532,31	180,69	2,4	42	307,73
"Sherzod zoovet malham" LLC	3 837,45	216,28	2,1	36	298,49
"Sam Sifat Plus" LLC	3 283,54	181,19	1,9	17787	313,72
"Arsh 313 savdo baraka" LLC	1 218,74	62,71	1,3	3621	163,99
2024 year					
"Razzakov Akbar trade star" LLC	3 858,61	213,52	2	44	320,38
"Sherzod zoovet malham" LLC	4 704,23	280,56	2,8	38	386,71
"Sam Sifat Plus" LLC	4 178,97	210,49	2,3	27809	338,21
"Arsh 313 savdo baraka" LLC	1 369,81	71,73	1,8	3945	191,58
2025 year					
"Razzakov Akbar trade star" LLC	4 021,18	261,37	2,5	47	337,62
"Sherzod zoovet malham" LLC	5 104,35	305,75	2	41	416,51
"Sam Sifat Plus" LLC	7 145,53	270,92	3	39354	347,20
"Arsh 313 savdo baraka" LLC	1 542,18	78,37	2,2	4278	228,16

The findings of this study highlight the complex relationship between procurement management efficiency and overall business performance in retail enterprises.

The case of "Sam Sifat Plus" LLC illustrates that rapid business expansion can generate substantial growth in turnover and customer base. However, the simultaneous increase in return rates suggests that such growth may be accompanied by inefficiencies in procurement processes, particularly in supplier selection and quality control. This indicates that growth alone should not be considered a sufficient measure of efficiency.

¹ Source: Author's development.

In contrast, enterprises that demonstrated more balanced development, such as “Sherzod Zoovet Malham” LLC, achieved more stable results. Their ability to maintain steady profit growth alongside relatively controlled return rates reflects more effective procurement strategies and better operational management.

The increase in return rates across several firms suggests that procurement systems require further improvement, particularly in terms of supplier evaluation, quality assurance, and inventory planning. These factors play a critical role in ensuring long-term efficiency and customer satisfaction.

Additionally, the growth in both customer base and average order value indicates increasing market demand, which places additional pressure on procurement systems. Under such conditions, traditional management approaches may be insufficient, and firms need to adopt more advanced, data-driven procurement strategies.

Overall, the results confirm that procurement performance should be evaluated using a comprehensive and integrated approach. The application of the proposed model demonstrates that combining financial and operational indicators provides a more accurate understanding of enterprise efficiency (Figure 1).

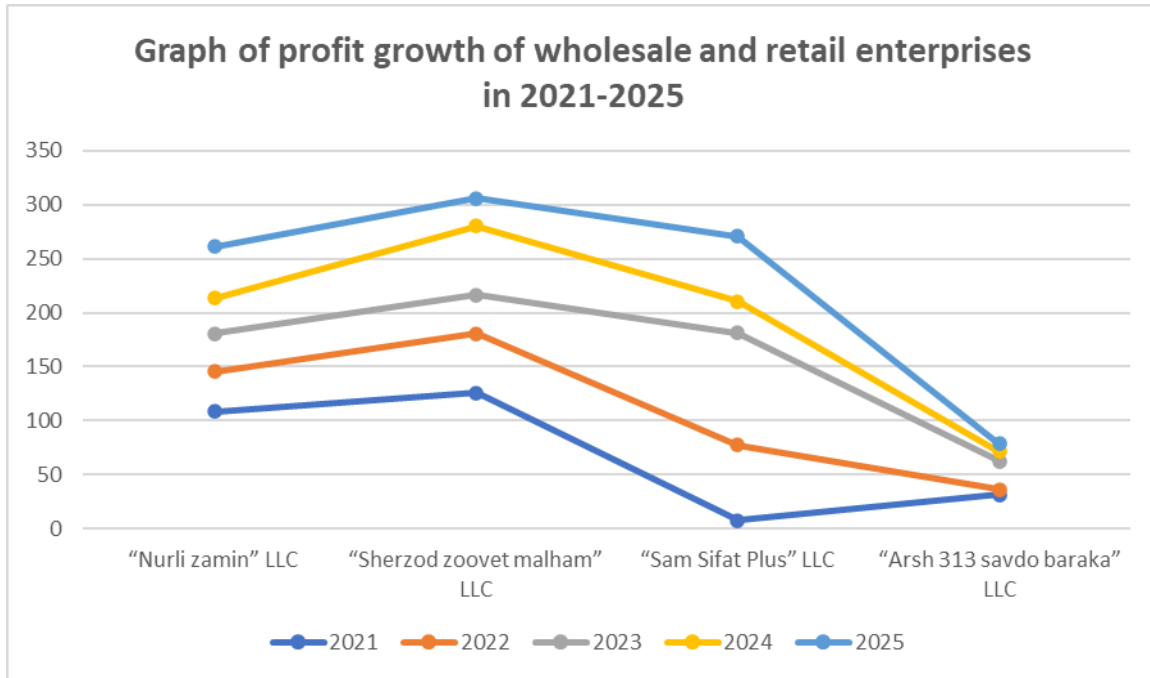


Figure1. Graph of profit growth of wholesale and retail enterprises in 2021-2025²

CONCLUSIONS AND SUGGESTIONS

This study explored the effectiveness of procurement management systems in retail enterprises and proposed an improved methodological approach based on a combination of financial and operational indicators. In today’s competitive and rapidly evolving retail environment, procurement management plays a crucial role in ensuring sustainable growth and efficient resource utilization.

The findings of the research indicate that an increase in trade turnover alone does not necessarily reflect higher procurement efficiency. Instead, the results show that profitability, cost control, and operational stability are more reliable indicators of effective procurement performance. Enterprises that were able to maintain a balance between revenue growth and cost management demonstrated more consistent and sustainable outcomes.

The analysis also revealed that rapid business expansion, while beneficial in terms of market share and customer growth, may lead to inefficiencies if procurement processes are not properly managed. In particular, the observed increase in product return rates suggests the need for improved supplier selection, quality control, and inventory management practices.

From a practical standpoint, the results suggest that retail enterprises should focus on enhancing procurement strategies through better cost management, adoption of digital technologies, and implementation of data-driven decision-making tools. These measures can significantly improve operational efficiency and competitiveness in the market.

² Source: Author’s development.

The proposed approach offers both theoretical and practical value and can be effectively applied in retail enterprises, particularly in developing economies. Further research may extend this framework by applying advanced analytical methods or expanding the scope to different industries and regions.

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