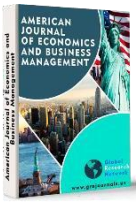


American Journal of Economics and Business Management

Vol. 8 Issue 7 | **pp.** 3523-3530 | **ISSN:** 2576-5973

Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

Opportunities to Enhance Synergistic Efficiency in Enterprises Providing Catering Services Through Innovative Management Systems

Abdukadirova Nilufar Abdaxatovna[1]

1. Samarkand Institute of economics and service, docctoral student (PhD)

* Correspondence: Nilufarabdukadirova62@gmail.com

Abstract: The catering sector, as an essential component of the hospitality industry, plays a crucial role in national economies by adapting to changing consumer demands and technological innovations. With rising competitiveness and a focus on sustainability, catering enterprises increasingly rely on innovation to enhance service quality and operational efficiency. However, innovation activities often lack a systematic evaluation framework. Despite the growing emphasis on innovation, the concept of synergistic efficiency in catering enterprises remains underexplored, particularly in relation to structured innovation management systems. This study aims to improve the synergistic efficiency of catering enterprises by developing a structured innovation management framework—specifically, the T4B model—that integrates planning, implementation, management, and continuous evaluation of innovations. The proposed T4B model demonstrated the capacity to simultaneously assess and enhance economic, social, managerial, structural, and organizational outcomes through a multi-lever approach involving leadership engagement, innovation culture development, and strategic training. The novelty lies in the formulation of a systematic and multidimensional model tailored to catering enterprises, enabling them to align innovation implementation with measurable synergistic outcomes. The findings offer a practical roadmap for catering enterprises to integrate innovation more effectively, reduce operational inefficiencies, and achieve comprehensive development goals. This model serves as a foundational step for future research and practical applications in innovation-driven service industries.

Keywords: Service industry, catering, innovation, innovative activity, classification of innovations, Innovation infrastructure, synergy, synergistic efficiency, innovation assessment.

Citation: Abdaxatovna, A. N. Opportunities To Enhance Synergistic Efficiency In Enterprises Providing Catering Services Through Innovative Management Systems. American Journal of Economics and Business Management 2025, 8(7), 3523-3530.

Received: 15th Apr 2025
Revised: 29th May 2025
Accepted: 17th Jun 2025
Published: 23th July 2025

1. Introduction

Each innovation introduced will certainly bring some benefit to the enterprise. As a result of this efficiency, the turnover and profitability of this enterprise increase. Catering enterprises also act in the market with new innovations and new offers in order to stay ahead of their competitors, win the competition and strengthen their financial stability [1]. According to the results of the Spot publication's monitoring, in January-September 2024, 965 billion soums in taxes were paid by public catering enterprises. Of this, 164.7 billion soums, or 17.1 percent, fell to 20 enterprises. Their total turnover amounted to 2.3 trillion soums, and tax benefits amounted to 51.7 billion soums, see Table1.

Table 1. The most profitable and highest tax-paying catering enterprises in the Republic of Uzbekistan in January-September 2024

o	*Name company*	*Turnover, billion soums*	*Taxes paid, billion soums*	*Taxes paid, billion soums*
1.	"Mak Food Servis" (Evos)	655	53	10,9
2.	"International Foodchain" (KFC)	551,8	37,9	22,3
3.	"Ketring"	264,4	20,7	4,7
4.	Chef Katering	131	5,2	1,2
5.	Euro Asia Lider Service	15,4	4,7	1,2
6.	Trade	82,5	4,1	-
7.	Good Food Catering	69,8	3,6	-
8.	Blackpilaf	64,9	3,5	0,7
9.	Vanilla Food	33,9	3,4	0,5
10.	Aviatika	14,8	3,3	-
11.	PJ Eastern Group	25,8	2,9	-
12.	Feedup Eco	106,7	2,8	1
13.	Ol Foodchain	73	2,8	0,5
14.	Oqtepa Food Service	102,9	2,7	0,3
15.	Alfa Best	48,4	2,6	6,9
16.	Efendi Co Ltd	10,3	2,5	-
17.	Sirovarnya Super Food	60,9	2,5	-
18.	Xonobod Fayz Taomlari	21,2	2,4	-
19.	French Pastry	24,3	2,1	0,8
20.	Nur Chinori	34	2	0,5

An innovation management system performs several functions to help businesses manage the intricacies of innovation [2].

Idea management - capturing and organizing ideas from various sources within the organization.

Collaboration - facilitating interaction and teamwork between employees, departments, and external partners. Workflow Management - Managing ideas through a systematic process from concept to execution.

Resource Allocation - Ensuring the efficient use of time, budget, and human resources. Knowledge Management - Storing and sharing information to create an innovative environment.

Monitoring effectiveness - monitoring the progress and impact of innovation activities [3].

Implementing an innovation management system in an organization can bring significant benefits, but special attention should be paid to, but not limited to, the following: Enhanced efficiency: Streamlines the innovation process, reduces redundancies, and increases speed to market.

Improved collaboration: Breaks down silos and facilitates the cross-functional teamwork required for complex innovation tasks.

Increased engagement: Encourages employee participation in the innovation process by leveraging diverse perspectives.

Better decision-making: Provides a data-driven approach to selecting and prioritizing innovation projects [4].

Risk management: Identifies potential risks early in the innovation cycle, allowing for the development of proactive mitigation strategies.

Competitive advantage: Increases an organization's ability to innovate, resulting in unique product and service offerings.

2. Materials and Methods

The methodology of this study is based on a qualitative-analytical approach, aimed at identifying opportunities to enhance synergistic efficiency in catering enterprises through the implementation of innovative management systems. The research was conducted by systematically examining the innovation practices of leading catering companies in Uzbekistan, as reflected in turnover, tax contributions, and innovation-related indicators. Data was primarily collected from publicly available financial records and reports covering the period of January to September 2024, supplemented by expert analyses of industry practices. The study introduced a conceptual T4B model, which was developed through a synthesis of economic theory, innovation management literature, and real-world case studies. This model includes four interconnected stages: preparation for innovation, effective management, introduction of innovation, and continuous assessment. Each phase was analyzed to determine its contribution to economic, social, managerial, organizational, and structural efficiency. A descriptive case-based strategy was used to illustrate how successful enterprises such as Mak Food Servis (Evos), KFC, and Chef Katering have adopted innovative processes to enhance performance. Through content analysis and theoretical evaluation, the research assessed the impact of leadership engagement, innovation culture, and resource allocation on the synergistic effect of innovations. The study emphasized the importance of aligning innovation strategies with enterprise goals and the national socio-economic context. The developed model was evaluated in terms of its practicality, sustainability, and potential for replication across the catering sector. This methodology allowed for a comprehensive understanding of the strategic role of innovation management in achieving higher synergistic outcomes [5].

3. Results and Discussion

Results

At the stage of preparation for the introduction of innovations, important measures are taken, such as assessing the current innovation landscape, capturing leadership, developing an innovative culture, and training and development. The purpose of implementing these measures is to create an initial basis for the synergistic effectiveness of innovations introduced into the catering industry [6].

The assessment of the innovation landscape is associated with assessing whether a catering enterprise or industry is ready or not to adopt this innovation, and assesses how suitable or necessary the expected innovation is for this enterprise or industry [7].

At the stage of capturing leadership, responsibility and initiative for the innovation being introduced are assumed, the expected innovation to be introduced is implemented in practice in a short time, the risk arising from this innovation is assumed, and leadership in the industry is assumed due to the risk taken.

The development of an innovative culture implies the introduction of innovations to be introduced into the catering industry based on the mentality of the country and society. The correct implementation of these four levers at the preparatory stage for introducing innovations into the catering sector itself leads to an increase in the synergistic efficiency of the innovations being introduced [8].

The model developed as the synergistic efficiency of innovations provides for the simultaneous achievement of economic, social, managerial, structural and organizational efficiency from the innovations introduced and their systematic assessment, and the implementation of a continuous analysis process.

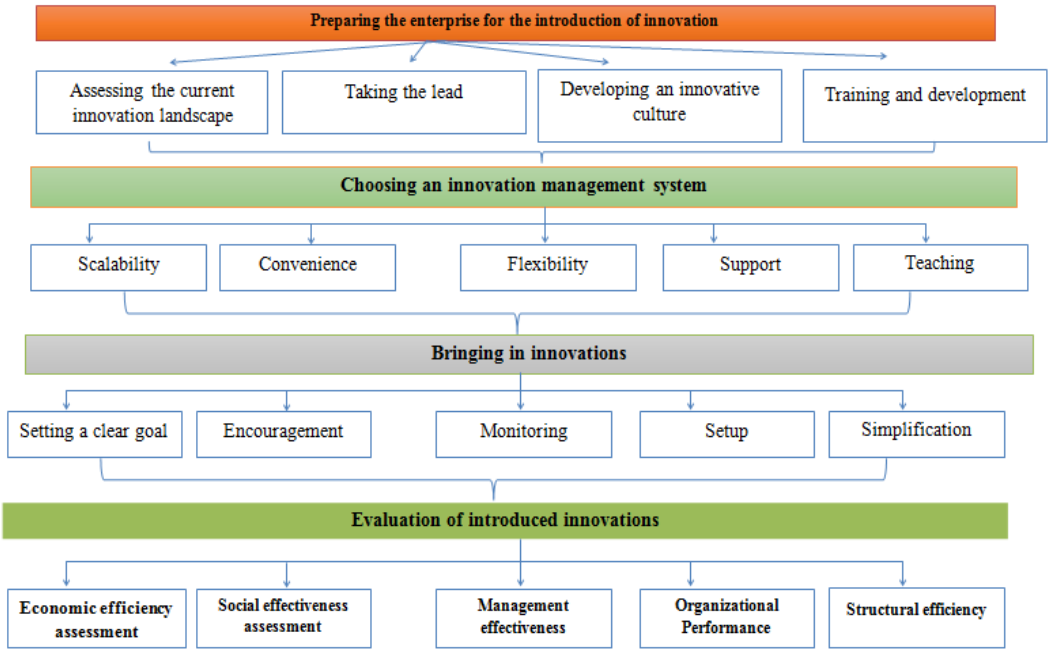
This model allows for the systematic implementation of innovative management in enterprises for catering enterprises, the anticipation of problems that may arise from the innovations being introduced and the development of solutions to them, the development

of an innovative management system in catering enterprises and the simultaneous assessment of the levels of economic, social, managerial, organizational and structural efficiency of the innovations being introduced [9].

Figure 1 presents the T4B Model, a structured and sequential framework developed to enhance the synergistic efficiency of innovation in catering enterprises.

Figure 1. A systematized T4B model for introducing innovations into the activities of catering enterprises and assessing innovation efficiency

Table 1: Changes resulting from the implementation of the green economy in the services sector



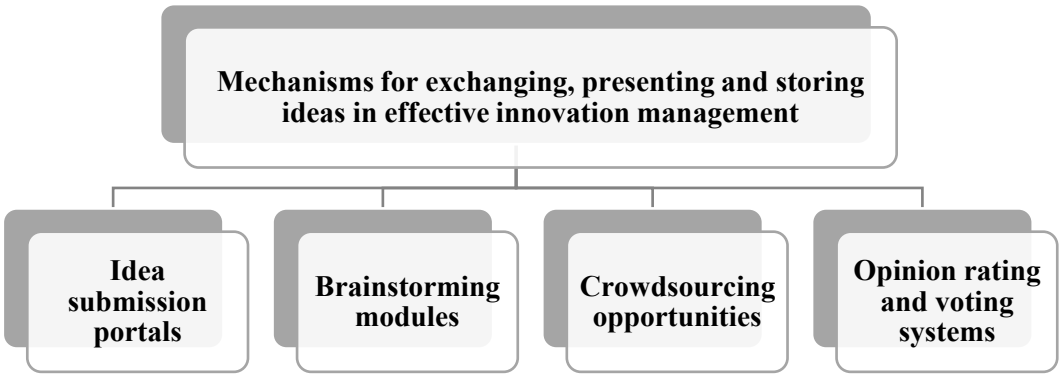
Economic efficiency assesses the extent to which costs have been reduced as a result of newly introduced innovations and the innovation management system, as well as the profitability, effectiveness, and profitability levels of innovative activities, and is evaluated through these indicators. A systematized T4B model for introducing innovations into the activities of catering enterprises and assessing innovation efficiency [10].

Discussion.

The lifeblood of any innovation process is the generation and capture of new ideas. An effective innovation management system includes mechanisms for sharing, presenting, and capturing ideas from employees, customers, and other stakeholders.

Figue 2 outlines the core mechanisms used within an innovation management system to facilitate the exchange, presentation, and storage of ideas from diverse stakeholders, including employees, customers, and partners.

Figure 2. Mechanisms for exchanging, presenting and storing ideas in effective innovation management

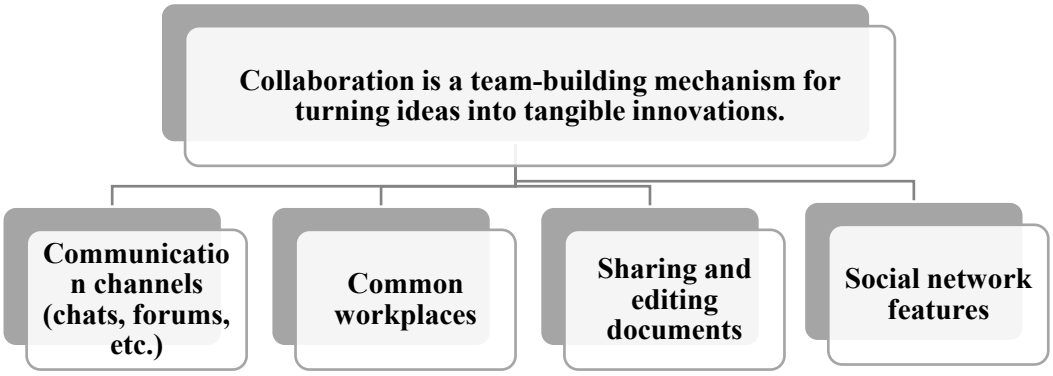


Incorporating these features ensures the collection and consideration of diverse ideas, fostering a culture of innovation.

Collaboration is essential in turning ideas into tangible innovations. An innovation management system should offer robust tools that improve communication and teamwork among different contributors [11].

Figure 3 illustrates how collaboration functions as a critical team-building mechanism that transforms conceptual ideas into actionable innovations within an organization.

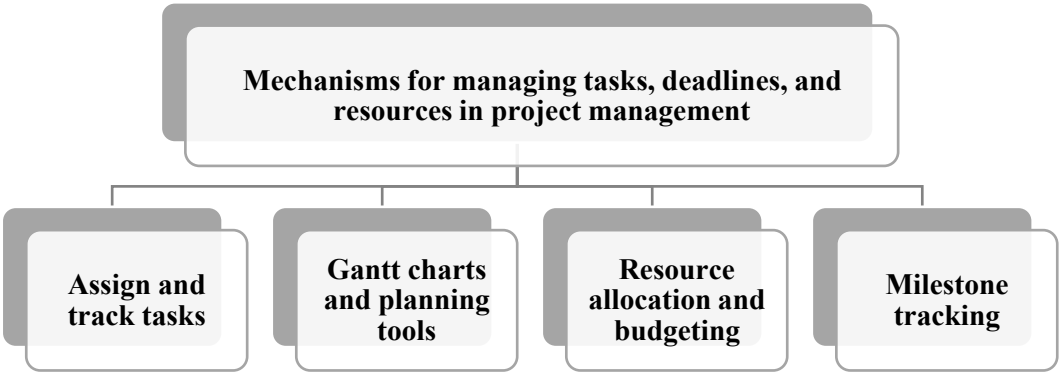
Figure 3. Collaboration is a team-building mechanism for turning ideas into tangible innovations



Project management is essential in guiding ideas to implementation. The features of an innovation management system should regulate the management of tasks, deadlines, and resources.

Figure 4 illustrates essential mechanisms within innovation project management systems designed to handle tasks, scheduling, and resource allocation efficiently. These tools ensure that innovation initiatives proceed in an organized and timely manner, from planning through execution.

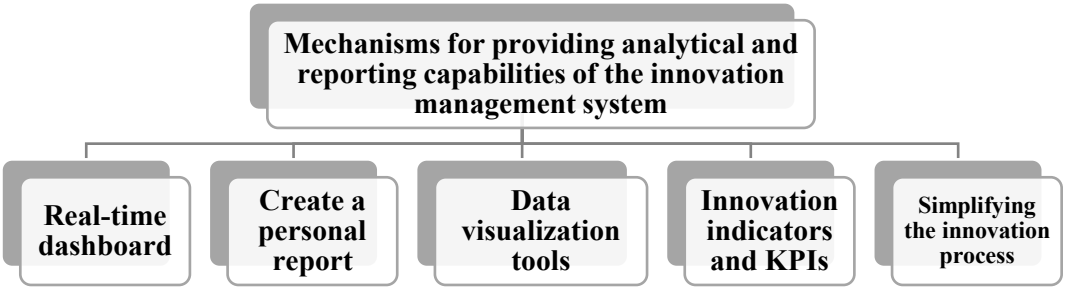
Figure 4. Mechanisms for managing tasks, deadlines, and resources in project management



To assess the effectiveness of innovation efforts, an innovation management system should provide analytical and reporting capabilities. These features help in making data-driven decisions and demonstrating the value of innovation initiatives [12].

Figure 5 outlines key components that enable an innovation management system to effectively assess and communicate the performance and impact of innovation activities. These mechanisms are essential for supporting data-driven decision-making and continuous improvement in innovation processes.

Figure 5. Mechanisms for providing analytical and reporting capabilities of the innovation management system.



An innovation management system can significantly streamline the innovation process, from the initial ideation stage to the final launch of a product or service. By providing a structured framework, these systems allow teams to move through the innovation stages more efficiently and with clarity. Effective communication and collaboration are essential for successful innovation. An innovation management system facilitates good interaction between team members, stakeholders, and departments, dispels doubts, and fosters a culture of open innovation [13].

By using an innovation management platform, organizations can create a centralized hub where all innovation activities are visible, trackable, and managed, increasing transparency and compliance across the organization.

In addition, the system helps to effectively use resources by tracking the progress of innovative projects and ensuring that time, budget and staff are allocated in the most efficient way. Project management features in the system allow managers to monitor multiple projects simultaneously, adjust plans as necessary and avoid overcommitting resources.

By streamlining processes, enhancing collaboration, and effectively managing risks and resources, these systems enable organizations to transform innovative ideas into successful market solutions [14].

Implementing an innovation management system (IMS) is a strategic step toward increasing creativity and productivity within an organization. This process involves carefully planning, selecting, and using an appropriate system that meets the specific needs of the business.

The first step in adopting an IMS is to prepare the organization for change. This includes: Assessing the current innovation landscape: Assess current processes and identify areas where IMS can add value.

Ensuring leadership buy-in: Gaining senior management buy-in is critical to successful implementation.

Fostering an Innovation Culture: Encouraging a company-wide mindset that values creativity and continuous improvement.

Training and Development: Equipping employees with the skills they need to effectively use the new system.

next step is to choose an innovation management system.

Choosing the right IBT requires paying attention to several key factors:

1. Scalability: Ensuring that the system grows with the organization [15].
2. User-friendliness: A system that is easy to navigate encourages widespread adoption.
3. Integration Capabilities: The IBT should integrate seamlessly with existing tools and software.
4. Customization: Look for systems that can be customized to the organization's specific needs.
5. Support and Training: Consider the level of customer support and training provided by the vendor.

To get the most out of IBT, organizations should follow these best practices:

A. First, set clear goals: define what success looks like and how it will be measured.
B. Second, encourage broad participation: engage employees at all levels and departments.
C. Third, monitor and adjust: use analytics to track performance and make data-driven decisions.
D. Fourth, foster open communication: encourage transparency and feedback in the innovation process.

By carefully preparing for IBT, carefully selecting the right system, and following best practices for using it, organizations can significantly increase their innovation capabilities. IBT provides a systematic approach to managing the complexity of innovation, from ideation to new product development. It is an integral part of an organization's overall innovation management process and, when implemented effectively, can be a powerful driver of success in product and service innovation.

As a result of the above-mentioned analyses, a systematized T4B model for introducing innovations into the activities of catering enterprises and assessing innovation efficiency was developed in order to increase the synergistic efficiency of innovations introduced into the industry.

In the economic literature, there is no clear consensus on the concepts of “synergetic”, “synergetic effect” and “synergetic efficiency”.

The issue of synergy is presented in the “Bolshoy ekonomichesky slovar” published in 1999 by a team of authors under the editorship of A.N. Azrilian. This publication does not provide an explanation of the word “synergetics” itself. However, the word “synergy” itself is explained. This word comes from the Greek word “synergeia” and is understood as “the result of a company achieving higher efficiency as a result of its merger compared to its previous dispersed state.” In the “Bolshaya ekonomicheskaya ensiklopedia” published in 2007, the word “synergetic effect” is explained not to the word “synergy”. It cites the word “synergy” in brackets and explains it as follows: “It is an increase in work efficiency due to the systemic effect of integrating individual parts into a common system. In this case, it is emphasized that the efficiency of joint action is higher than that of separate actions.”

Synergy is understood as an association that combines several forces formed as a result of the merger of business entities in order to achieve higher efficiency compared to the previous scattered state.

Synergetics is understood as a clear systematic action of interested entities in cooperation, combining their strengths and capabilities in order to achieve a high positive result in a certain activity.

Synergetic effect is understood as an effect achieved by systematically directing the strengths and capabilities of interested entities to a specific goal in order to achieve a high positive result in a certain activity.

The developed model is aimed at increasing the synergistic efficiency of innovations by combining four important stages: preparation for the introduction of innovations, effective and systematic management of the introduced innovations, introduction of innovations, and systematic and continuous evaluation of the introduced innovations.

4. Conclusion

Social efficiency is assessed by the reduction of environmental pollution, the reduction of damage to the physical condition of employees, and other similar indicators as a result of the newly introduced innovation and innovative management system.

Management efficiency is assessed by the fact that the management system has access to timely information and makes effective management decisions.

Organizational efficiency is assessed by the level of correct and efficient organization of supply, service, and sales processes in catering enterprises.

Structural efficiency is assessed by the level of rapid information exchange between employees and management in catering enterprises and the level of reduction in information exchange costs.

The application of this model in catering enterprises requires work to simultaneously solve economic, social, organizational, and structural problems through one innovation.

REFERENCES

[1] O. P. Giletta, «Effectiveness of Non-Profit Organizations: Theoretical Approaches», в *Sociological Research of Modern Society: Methodology, Theory, Methods*, 2008.

[2] T. A. Sopacheva и M. V. Volodina, *Equipment for Public Catering Enterprises: Workbook*. Moscow: Akademiya, 2021.

[3] B. Davies и T. Powers, *Food and Beverage Cost Control*, Wiley, 2013.

[4] *Food and Beverage Management*, Butterworth-Heinemann, an imprint of Elsevier, 2008.

[5] A. M. Morrison, «Hospitality and Travel Marketing», *Delmar Cengage Learn.*, 2010.

[6] S. A. Losevskaya, «Innovative Aspects of the Merchandising Approach for Enterprises», в *Teacher of the Year 2021: Proceedings of the First Round of the International Scientific and Methodological Competition*, Petrozavodsk, 2021.

[7] C. W. Barrows и T. Powers, *Introduction to the Hospitality Industry*, Wiley, 2011.

[8] R. H. Woods и J. Z. King, «Leadership and Management in the Hospitality Industry», *Educ. Inst. Am. Hotel Lodg. Assoc.*, 2002.

[9] R. L. Hughes, R. C. Ginnett, и G. J. Curphy, «Leadership: Enhancing the Lessons of Experience», *McGraw-Hill Educ.*, 2005.

[10] P. Kotler и K. L. Keller, *Marketing Management*, Pearson Education, 2017.

[11] R. Omont, *Molecular Cuisine: New Sensational Tastes in Food*. Moscow: Centrpoligraf, 2019.

[12] S. Blakemore, *Project Management for the Unofficial Project Manager*. California, 2024.

[13] S. L. Jackson, *Research Methods and Statistics: A Critical Thinking Approach*, Cengage Learning, 2016.

[14] J. von Braun, K. Afsana, L. O. Fresco, и M. H. A. Hassan, Ред., *Science and Innovations for Food Systems Transformation*. 2023.

[15] J. R. Walker, *The Restaurant: From Concept to Operation*, Wiley, 2016.