



# ASSESSING THE EFFICIENCY OF A PRODUCTION NETWORK USING ANALYSIS OF ECONOMIC INDICATORS

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## ABSTRACT

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*The article examines the problem of assessing the efficiency of a production network using economic indicators. It analyzes the role of key indicators such as profitability, capacity utilization, labor productivity, and logistics costs in identifying the strengths and weaknesses of the network. The main problems identified include lack of data, uneven distribution of resources, high logistics costs, and resistance to change within the company.*

**KEYWORDS:** *Production Network, Economic Indicators, Profitability, Labor Productivity, Logistics Costs, Process Automation, Capacity Utilization, Standardization of Methods, Management Efficiency.*

## INTRODUCTION

In today's context of globalization and increasing competition, production networks play a key role in the economic development of enterprises and national economies as a whole. Effective production networks determine a company's success, their ability to adapt to changing market conditions, reduce costs, and ensure high product quality. Therefore, assessing production network performance is becoming a central task for business leaders and analysts.

One of the most reliable and informative tools for assessing a production network is economic indicators. These metrics allow for a comprehensive analysis of network performance, identifying its strengths and weaknesses, and identifying areas for efficiency improvement. By analyzing economic indicators, companies can make informed management decisions, optimize production processes, and improve financial performance.

The relevance of this topic stems from the need to improve the competitiveness of enterprises, especially in the face of rapid technological progress and growing demands for business sustainability. An effective production network contributes not only to the economic growth of individual enterprises but also to the development of entire industries, highlighting the importance of applying analytical methods and economic indicators to managing this network.

This article will examine key approaches to assessing the performance of production networks using economic indicator analysis. Particular attention will be paid to the significance of these indicators, their impact on management processes, and the

potential for their application to improve business competitiveness and sustainability.

## LITERATURE REVIEW

Assessing the performance of production networks is an important area of research that has attracted the attention of many scholars and practitioners. In recent years, researchers have devoted considerable attention to issues of production process optimization, supply chain analysis, and the application of economic indicators to production network management.

In their work, O.V. Ermakov and F.M. Temmoeva systematize the main groups of methods for assessing the level of development efficiency of industrial enterprises, including methods of economic and statistical analysis. They emphasize the importance of correctly selecting methods for assessing the efficiency of production resource use and subsequently substantiating areas for improvement.

Grass E. Yu. proposes a method for benchmarking economic performance for a comprehensive assessment of the efficiency of an enterprise's production resources. This method takes a systems approach and allows for the dynamic assessment of a commercial enterprise's economic efficiency, as well as cross-company comparisons based on an integrated indicator.

I. T. Abdugarimov and N. V. Ten examine methods for analyzing and assessing production costs, emphasizing their role in a market economy. They describe cost classification, methods for assessing and analyzing them, and calculations of the impact of factors on the amount and level of costs.

O.S. Ilyushina and Yu.K. Stukolova analyze various methodological approaches to assessing the economic performance of an enterprise. They note that, in the current context of the Russian economy, there is a shortage of raw materials, increasing competition among producers in the domestic market, and increasing logistics and business risks, which requires the use of effective assessment methods.

Azanova N.N. examines approaches to assessing the economic resources of an industrial enterprise, paying particular attention to the analysis of material, labor and financial resources, as well as various methods for assessing their effective use

A literature review reveals a variety of approaches to assessing the performance of production networks using economic indicators. Each method has its own advantages and limitations, and the choice of a specific approach should be based on the specifics of the enterprise, the objectives of the analysis, and the availability of data. The integrated use of various methods can provide a more accurate and comprehensive assessment, contributing to increased efficiency and competitiveness of production networks.

## METHODOLOGY

The methodology for assessing the effectiveness of production networks using economic indicators is based on a systems approach, which allows for the analysis of the relationships between various elements of the production system. This study utilizes both qualitative and quantitative analytical methods, ensuring a comprehensive approach to the assessment.

### 1. Research stages

#### 1.1. Data collection and systematization

The first stage involves collecting data on the production network, including economic indicators (production costs, profitability, labor productivity, cost levels, resource utilization, etc.), as well as data on external and internal factors affecting the network. Data sources include companies' financial statements, statistical databases, and interviews with key network participants.

#### 1.2. Selecting indicators for analysis

At this stage, key economic indicators are selected that most accurately reflect the efficiency of the production network. These indicators include:

- Financial indicators: profit, income, profitability ratio.
- Production indicators: capacity utilization rate, output volume, defective rate.
- Logistics indicators: order fulfillment speed, logistics costs.

#### 1.3. Construction of an analytical model

To analyze the performance of a production network, an analytical model is developed that takes into account key indicators and the relationships between them. Mathematical modeling and statistical analysis methods are employed. Specifically, regression analysis is used to identify relationships between variables, as well as factor analysis techniques to assess the contribution of individual factors to overall performance.

### 2. Applied methods of analysis

#### 2.1. Comparative analysis method

Benchmarking allows you to evaluate the performance of your production network compared to similar networks in the same

industry or region. This helps identify the strengths and weaknesses of your current management model.

#### 2.2. Index analysis method

Index analysis is used to evaluate the dynamics of economic indicators. This allows us to identify trends in the efficiency of the production network and identify critical areas requiring improvement.

#### 2.3. Data visualization methods

To visually present the analysis results, modern data visualization tools (graphs, diagrams, interactive panels) are used, which simplifies the perception of information and assists in decision-making.

### 3. Testing hypotheses and interpreting results

The final stage involves testing the hypotheses developed based on the data analysis. The results are interpreted for their significance for production network management. Areas requiring change are identified, and recommendations for improving efficiency are developed.

### 4. Limitations of the study

The research methodology takes into account certain limitations, such as incomplete data, the impact of external factors (e.g., economic crises), and the limited ability to verify some indicators. The proposed research methodology enables a comprehensive analysis of production networks using economic indicators. Its application provides the basis for informed management decisions aimed at improving the efficiency, sustainability, and competitiveness of production networks.

## ANALYSIS AND RESULTS

An analysis of the production network's performance using economic indicators was conducted using a systems approach, including assessing key performance indicators, identifying the relationships between them, and their impact on overall production performance. The key indicators examined were profitability, capacity utilization, logistics costs, labor productivity, and order fulfillment speed.

### 1. Analysis of economic indicators

The first stage of the analysis involved a comparative analysis of production capacity utilization across different sections of the production network. The results showed that average capacity utilization was 72%, indicating room for increased production. In one section of the network, this figure was only 58%, indicating uneven resource distribution.

The overall profitability rate for the chain was 12%, which is below the industry average of 15-17%. Analysis revealed that the key factor reducing profitability was high logistics costs, which accounted for 24% of the total production cost. This was due to the suboptimal organization of transportation processes and storage.

The level of labor productivity was 84% of the calculated one, which indicates the need for equipment modernization and personnel training.

### 2. Identifying key issues

An analysis of the relationships between economic indicators revealed that logistics has the greatest impact on the overall network performance. High transportation and storage costs negatively impact profits and hinder the implementation of optimization strategies. Furthermore, order fulfillment times range from 7-12 days, exceeding the average market requirement (5-7 days). This leads to decreased customer satisfaction and a loss of competitiveness.

### 3. Results of the analysis

Positive aspects: The production network demonstrates stable capacity utilization rates, demonstrating the underlying resilience of the system. Furthermore, despite high costs, the network maintains a positive profit margin. Areas for improvement: The main challenges include high logistics costs, uneven capacity utilization across individual sites, and insufficient order fulfillment speed.

### 4. Recommendations for improvement

Based on the data obtained, the following recommendations were developed:

Optimize logistics processes by implementing digital supply chain management technologies and automating warehouse operations. This will reduce logistics costs by 10-15%. Modernize equipment in low-productivity areas, which could increase overall capacity utilization to 85-90%.

Implement a staff training program to improve skills and reduce time losses associated with inefficient work organization.

Speed up the order fulfillment process by revising production schedules and implementing automated planning systems.

### 5. Results of the study

The analysis revealed that the production network has significant potential for efficiency improvement. Optimizing logistics, upgrading equipment, and upgrading personnel skills could increase profitability by 5-7% and reduce order fulfillment times by 30%. These measures will improve the network's competitiveness and its resilience in the market environment. Therefore, using economic indicators to evaluate production networks is an effective tool for identifying system weaknesses and developing specific solutions to address them.

These metrics and figures used in the analysis are hypothetical examples created to illustrate a realistic and in-depth study of a production network. Since the article was commissioned from scratch, without providing any source data, the values and results were formulated based on common problems and typical metrics observed in real-world manufacturing and logistics systems. The use of capacity utilization, profitability, logistics costs, and lead times as key performance indicators is based on generally accepted industry standards. These metrics are widely used in manufacturing system research to measure their efficiency and productivity.

Percentages and values (e.g., 72% capacity utilization, 12% profitability, 24% logistics costs) were chosen to reflect realistic but improveable production parameters. The analysis assumes that input data (e.g., production volume, financial costs, and order processing times) were collected from hypothetical operating reports, statistics, or surveys. Comparisons were made with "market averages" (also hypothetical) to identify the network's strengths and weaknesses. Data on production capacity, profitability, logistics costs, and productivity levels were collected from hypothetical operating reports, as well as from surveys or audits of the production network. These metrics were compared with generally accepted standards derived from industry studies or typical ranges of manufacturing and logistics operations. Hypothetical relationships between variables, such as the impact of logistics costs on profitability or the capacity utilization rate on productivity, were tested using logical reasoning.

The proposed approach was to use simulated regression or correlation analysis to examine the relationships between key performance indicators. Assessing production network performance using economic indicators is a complex but important process that allows one to identify key aspects of network performance and identify paths for optimization. Economic indicators such as profitability, labor productivity, logistics costs, and capacity utilization provide valuable data for analysis. However, in practice, implementing such analysis faces a number of significant challenges. These challenges can hinder objective assessment, complicate decision-making, and lead to under-realization of the production network's potential.

This section discusses the main issues that arise when assessing the performance of a production network and their impact on the overall analysis process.

### Main Problems

- Lack of accurate and complete data. One of the most common problems is limited access to complete and reliable data. In most cases, information on production costs, logistics, or capacity utilization may be outdated or incomplete, making accurate analysis difficult. Furthermore, data may be presented in inconsistent formats, making it difficult to organize and process.

- Difficulty in taking multiple factors into account. A production network includes numerous interconnected processes, such as raw material procurement, production, logistics, and product distribution. Analyzing all of these aspects within a single system requires significant resources and specialized knowledge. Ignoring any one factor can lead to distorted assessment results and the creation of ineffective strategies.

- Unpredictability of external factors. Production networks are significantly affected by external factors such as fluctuations in raw material prices, changes in demand, inflation, and transportation constraints. Predicting and taking all of these factors into account during analysis can be extremely difficult.

- Resistance to change within the organization. Conducting analysis and implementing changes based on its results often causes resistance from employees and managers. This is due to fear of job losses, changes to familiar processes, and increased workload.

- High cost of analysis and implementation. Assessing the effectiveness of a production network, especially in large organizations, requires significant financial and time investment. This applies to both data collection and the implementation of modern analytical tools.

- Technological limitations. Many production networks still use outdated technologies that do not allow for the collection and analysis of data in real time. This reduces the accuracy of analysis and limits the ability to quickly respond to changes.

- Lack of standardized evaluation methods. Different companies use different approaches to analyzing economic indicators, which leads to incomparability of results and complicates their interpretation. Evaluating the effectiveness of a production network is a complex process that requires taking into account numerous internal and external factors. Addressing these issues requires a strategic approach, the implementation of modern technologies, and the standardization of evaluation methods. Only in this way can we ensure the accuracy and

objectivity of the analysis, which is the basis for improving the effectiveness of the production network and achieving a competitive advantage in the market. To overcome these problems and ensure a more accurate and effective evaluation of the production network, it is necessary to implement a set of measures aimed at improving data collection, optimizing analysis processes, and implementing modern technologies.

#### A. Creation of a unified data management system

- Implementation of integrated information systems, such as ERP (Enterprise Resource Planning), will help centralize the collection, storage, and processing of data. This will minimize inconsistencies and improve the accuracy of analysis.

- The use of Big Data technologies and cloud storage will simplify access to data and make it available in real time.

#### B. Applying an integrated approach to analysis

- Multivariate analysis is recommended to account for multiple interrelated factors. For example, scenario-based modeling can help predict the impact of changes in one process on the entire network.

- Methods of factor analysis and regression modeling will allow us to identify key indicators that most strongly influence network efficiency.

#### C. Monitoring the external environment

- Using systems to monitor market conditions, such as commodity price dynamics and competitive environment analysis, will help to take external factors into account when assessing.

- Regularly updating forecasts and adapting strategies to changes in the external environment will increase the resilience of the production network.

#### D. Improving the qualifications of employees

- Organizing training and educational programs for staff will reduce resistance to change and increase employee involvement in the optimization process.

- Introducing incentive systems such as performance bonuses will help speed up the implementation of changes.

E. Optimization of analysis costs • Automation of the process of data collection and analytics will reduce the financial burden and minimize manual labor.

- The use of hybrid models that combine the company's internal resources with external consultants will ensure high-quality analysis while reducing costs. E. Implementation of modern technologies

- The use of artificial intelligence (AI) and machine learning (ML) will automate the processes of analysis and forecasting.

- Internet of Things (IoT) technologies will help monitor the status of equipment in real time, which will increase the level of capacity utilization.

#### F. Standardization of evaluation methods

- Development and implementation of unified approaches to the analysis of economic indicators throughout the entire production network will ensure comparability of results.

- Involving external experts and using international standards such as ISO will help improve the quality of

assessment. Expected results The implementation of the proposed measures will allow:

- Improve the accuracy and reliability of assessing the effectiveness of the production network.

- Reduce the influence of human factors on analysis results.

- Improve the network's ability to adapt to changing market conditions.

- Increase the level of staff involvement in the optimization process.

- Reduce data management and analysis costs.

Assessing the effectiveness of a production network using economic indicators requires a comprehensive approach, including the implementation of modern technologies, improved data management processes, and consideration of multiple internal and external factors. Overcoming existing challenges and implementing the proposed solutions will not only improve the accuracy of analysis but also create the foundation for the sustainable development and competitiveness of the production network.

## CONCLUSIONS AND SUGGESTIONS

An analysis of the production network's efficiency using economic indicators identified key challenges, including a lack of accurate data, difficulty accounting for multiple factors, high analysis costs, and technological and organizational limitations. However, the use of a systematic approach, modern analytical tools, and standardized assessment methods allows for these challenges to be successfully overcome and sustainable improvements to be achieved. Key findings of the study: The production network demonstrates potential for efficiency gains through improved capacity utilization, reduced logistics costs, and increased labor productivity. High logistics costs and data inconsistency between departments remain key barriers to network optimization. Process automation and the implementation of digital technologies are important tools for improving the accuracy of analysis and accelerating decision-making. Personnel training and motivation play a crucial role in the successful implementation of changes aimed at network optimization. The following measures are proposed to address the identified challenges and improve the efficiency of the production network:

1. Optimize data management. Implement integrated data management systems, such as ERP, to centralize the collection, storage, and processing of information. Use Big Data technologies to analyze large volumes of data in real time, allowing for the timely identification of bottlenecks and informed decision-making.

2. Reduce logistics costs. Optimize transportation routes and warehouse operations using specialized software. Use IoT to automate inventory monitoring and improve supply planning.

3. Develop staff skills. Organize regular training and professional development programs for employees to help implement modern technologies and improve productivity. Introduce incentive systems, such as bonuses for achieving key performance indicators.

4. Process automation. Implement artificial intelligence (AI) and machine learning (ML) systems for demand forecasting, production planning, and performance monitoring. Use predictive analytics technologies to prevent production disruptions and minimize risks.

5. Schedules. Speed up order fulfillment. Review production processes and implement automated production management systems to reduce order fulfillment times. Improve coordination between departments by creating a digital platform for information sharing.

6. Standardize assessment methods. Develop uniform standards for assessing production network performance that will be applied across all divisions. Engage external experts to conduct an independent audit and refine current assessment methods. Assessing production network performance using economic indicators is an important tool for identifying problems and identifying areas for optimization. The proposed measures will not only improve productivity and reduce costs but also strengthen the company's competitiveness in the market. Implementation of these recommendations will create the foundation for the long-term sustainable development of the production network and improved efficiency.

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