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IMPLEMENTATION OF THE IMPROVED METHODOLOGY IN PRACTICE AND ASSESSMENT OF ITS ECONOMIC EFFICIENCY

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Abstract. The article examines the practical implementation of an improved management accounting and reporting methodology and the assessment of its economic efficiency. It substantiates that implementation fails most often not because of methodological weakness but because the data collection layer is left undefined, so that reporting forms are introduced without the registers that feed them. A system of fourteen interrelated management registers is developed, covering the processes from business transactions to management actions with the purpose of providing management reports with reliable information on a regular basis. A framework for assessing economic efficiency through direct, indirect and risk-related effects is also proposed. The main conclusion is that the efficiency of the methodology should be measured by the quality and timeliness of decisions it supports, and not solely by the reduction in reporting labour.

Keywords: implementation, management registers, economic efficiency, reporting cycle time, information risk, cost-benefit assessment, management action, internal control.

Annotatsiya. Maqolada takomillashtirilgan boshqaruv hisobi va hisoboti metodologiyasini amaliyotga joriy etish hamda uning iqtisodiy samaradorligini baholash masalalari tadqiq etilgan. Joriy etishdagi muvaffaqiyatsizliklarning asosiy sababi metodologiyaning zaifligi emas, balki ma'lumot to'plash qatlamining belgilanmaganligi ekani asoslangan: hisobot shakllari ularni to'ldiruvchi registrlarsiz joriy etiladi. Boshqaruv hisobotlarini ishonchli axborot bilan muntazam ta'minlash maqsadida xo'jalik operatsiyalaridan boshqaruv choralarigacha bo'lgan jarayonlarni qamrab oluvchi o'n to'rt turdagi o'zaro bog'langan boshqaruv registrlari tizimi ishlab chiqilgan. Shuningdek, iqtisodiy samaradorlikni bevosita, bilvosita va risk bilan bog'liq samaralar orqali baholash tartibi taklif etilgan.

Kalit so'zlar: joriy etish, boshqaruv registrlari, iqtisodiy samaradorlik, hisobot sikli davomiyligi, axborot riski, xarajat-foйда tahlili, boshqaruv chorasi, ichki nazorat.

Аннотация. В статье исследованы вопросы внедрения усовершенствованной методологии управленческого учёта и отчётности в практику и оценки её экономической эффективности. Обосновано, что неудачи внедрения чаще обусловлены не слабостью методологии, а неопределённостью уровня сбора данных: формы отчётности внедряются без питающих их регистров. Разработана система четырнадцати взаимосвязанных управленческих регистров, охватывающих процессы от хозяйственных операций до управленческих мер и обеспечивающих регулярное наполнение управленческой отчётности достоверной информацией. Предложен порядок оценки экономической эффективности через прямые, косвенные и связанные с риском эффекты.

Ключевые слова: внедрение, управленческие регистры, экономическая эффективность, длительность отчётного цикла, информационный риск, анализ затрат и выгод, управленческая мера, внутренний контроль.

INTRODUCTION

A methodology has value only to the extent that it is applied. Experience with management accounting projects shows a recurring pattern: a set of report forms is designed, approved and distributed, but within a few reporting cycles the forms are filled in manually, partially or late, and eventually abandoned. The usual explanation - insufficient staff discipline - obscures the actual cause, which is structural: the forms were introduced without defining where the data that populates them is collected, by whom and under what control.

The register layer is the missing element. A register in this context is not merely a table but a controlled collection point: it records the transaction identifier, the analytical attributes, the measurement basis and the person who confirmed the entry. Without such a layer, every reporting cycle requires the data to be reassembled manually, which makes both timeliness and verifiability unattainable.

A second unresolved question concerns efficiency assessment. Management accounting improvements are often justified by reduced labour input alone, which understates their value: the principal effect is on the quality and speed of decisions.

The aim of the study is to substantiate the implementation mechanism for an improved management

accounting and reporting methodology and to develop an approach to assessing its economic efficiency. The scientific novelty consists in the development of a system of fourteen interrelated management registers covering the processes from business transactions to management actions.

LITERATURE REVIEW

The requirements for accounting records and their control function are grounded in the IASB Conceptual Framework for Financial Reporting (2018), which identifies verifiability as an enhancing qualitative characteristic - information is verifiable when knowledgeable and independent observers could reach consensus that it is faithfully represented. This characteristic cannot be satisfied without a documented data trail.

IFRS 8 "Operating Segments" requires reconciliation of segment amounts with the financial statements, which in practice presupposes an underlying record layer common to both. IAS 1 and IAS 7 define the structure of the statements to which management data must ultimately reconcile.

From the control perspective, the COSO Internal Control - Integrated Framework (2013) treats information and communication as a distinct component and links data quality to control activities. Data management literature, in particular DAMA-DMBOK, formalises the notions of the system of record and of data lineage, while ISO/IEC 25012 provides measurable data quality characteristics.

On the implementation side, the management accounting literature (Drury; Horngren, Datar and Rajan) addresses the design of costing systems but treats implementation largely as a technical exercise. Kaplan and Norton, in contrast, documented that measurement systems fail when they are not connected to management processes and incentives. Kaplan and Anderson explicitly identified the data collection burden as the principal cause of activity-based costing implementations being abandoned, which supports the emphasis placed here on the register layer.

Efficiency assessment methodology draws on cost-benefit analysis and on the concept of information risk. IIA Global Internal Audit Standards (2024) and COSO ERM (2017) provide the framework for relating control improvements to risk reduction.

At the national level, the Law of the Republic of Uzbekistan No. ZRU-404¹ "On Accounting", dated April 13, 2016, defines the requirements for accounting registers. Resolution of the President of the Republic of Uzbekistan No. PP-4611² "On Additional Measures for the Transition to International Financial Reporting Standards", dated February 24, 2020, defines the agenda for the transition to IFRS; management registers remain outside the scope of regulation and are therefore determined by each entity independently.

RESEARCH METHODOLOGY

Methodologically, the study applies systems analysis, process analysis, structural modelling and cost-benefit assessment.

ANALYSIS AND RESULTS

The system of fourteen management registers

The proposed register system is organised into five functional groups (Figure 1).

1 <https://lex.uz/docs/6819819>

2 <https://lex.uz/docs/7602141>

System of fourteen interrelated management registers

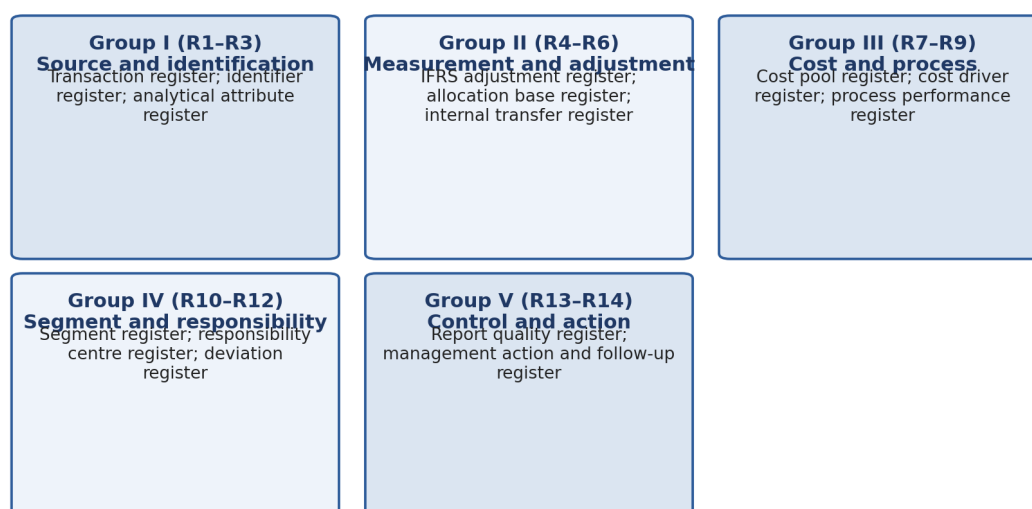


Figure 1. System of fourteen interrelated management registers

Source: developed by the author.

The composition and purpose of the registers are set out in Table 1.

Table 1. Composition of the system of fourteen management registers

No.	Register	Purpose	Frequency
R1	Transaction register	Single-point capture of business transactions	Daily
R2	Identifier register	Assignment and control of unique transaction identifiers	Daily
R3	Analytical attribute register	Maintenance of classifiers and mandatory attributes	On change
R4	IFRS adjustment register	Recording of recognition and measurement adjustments	Monthly
R5	Allocation base register	Approval and revision of allocation drivers	Quarterly
R6	Internal transfer register	Recording of internal turnover and transfer prices	Monthly
R7	Cost pool register	Accumulation of costs by pools	Monthly
R8	Cost driver register	Measurement of driver volumes	Monthly
R9	Process performance register	Process indicators and resource consumption	Monthly
R10	Segment register	Segment mapping and aggregation rules	On change
R11	Responsibility centre register	Structure, managers and controllable items	On change
R12	Deviation register	Deviations from plan and their causes	Monthly
R13	Report quality register	Quality criteria scores and the integral index	Quarterly
R14	Management action register	Decisions taken and follow-up status	Monthly

The system is closed in the sense that the output of the final register (R14) returns to the planning inputs of the next cycle, so that reporting is connected to action rather than terminating in a document.

Implementation stages

Implementation is proposed in four stages: diagnostic assessment of the existing data flows and identification of parallel entry points; design and approval of the register system and of the management accounting policy; pilot implementation in one or two responsibility centres with parallel operation of the old and new procedures; and full-scale rollout with automation of controls. The pilot stage is essential, since it allows allocation bases and attribute sets to be calibrated before they are embedded in the information system.

Assessment of economic efficiency

Efficiency is assessed through three groups of effects (Table 2).

Table 2. Groups of effects and their measurement indicators

Group of effects	Content	Measurement indicator
Direct effects	Reduction of manual data assembly and reconciliation work	Labour hours per reporting cycle; reporting cycle time in days
Indirect effects	Improvement of decision quality and speed	Share of decisions supported by reports; time from deviation to action
Risk-related effects	Reduction of information risk and error correction costs	Integral quality index; number and value of identified errors

The overall assessment is expressed as the ratio of the value of effects to implementation and maintenance costs, which include software configuration, staff training, additional labour during parallel operation and ongoing register maintenance. Because indirect effects are difficult to monetise reliably, it is recommended that they be presented as measured natural indicators alongside the monetary calculation rather than converted into money by arbitrary coefficients.

The results indicate that implementation should be treated as an organisational rather than a technical project. The register system redistributes responsibility for data: it makes explicit who owns each data element and who confirms it, which typically encounters resistance in units accustomed to informal data handling. Recognising this in advance and assigning register ownership at the approval stage substantially increases the probability of successful implementation.

The efficiency assessment framework also carries a methodological caution. Direct effects are the easiest to measure and therefore tend to dominate the justification, yet they are the smallest component of value. Reporting that arrives three days earlier is valuable primarily because decisions are taken three days earlier; if the decision process itself is not adjusted, the accounting improvement produces documentation rather than results. For this reason, the management action register (R14) is treated here as an integral part of the system rather than an optional addition.

The limitation of the study is that the efficiency framework has been substantiated methodologically; obtaining representative quantitative estimates requires implementation over several reporting cycles in entities of different sizes and industries.

CONCLUSIONS AND RECOMMENDATIONS

The study leads to the following conclusion: the implementation of an improved management accounting and reporting methodology requires a defined register layer. A system of fourteen interrelated registers - grouped into source and identification, measurement and adjustment, cost and process, segment and responsibility, and control and action - provides management reports with reliable information on a regular basis and closes the cycle from a business transaction to a management action. The economic efficiency of the methodology should be assessed through direct, indirect and risk-related effects rather than by labour savings alone.

Practical recommendations: (1) approve the register system as part of the management accounting policy and assign an owner to each register; (2) implement the methodology in stages with a pilot phase and parallel operation; (3) automate input, integrity and reconciliation controls within the information system; (4) measure reporting cycle time and the time from deviation to action as key implementation indicators; (5) maintain the management action register and review its follow-up status at management meetings. These measures convert the methodology from a design document into a functioning management information system.

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