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Opportunities for Implementing International Methods of Cost Calculation of Rice Production for Strategic Management Purposes

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ABSTRACT

Objective: *This study aims to explore the feasibility of adopting international methods for calculating the cost of rice production to enhance strategic production management.* ***Method:*** *A qualitative comparative analysis was conducted to examine the differences between traditional domestic costing approaches and internationally recognized standards. The research involved a review of global best practices and frameworks for agricultural cost management, focusing on their adaptability to local conditions.* ***Results:*** *The findings highlight significant discrepancies between existing national methods and international costing practices, particularly in the areas of overhead allocation and cost transparency. By aligning local practices with international standards, rice producers can achieve more accurate cost assessments and make better-informed strategic decisions.* ***Novelty:*** *The study offers an original framework for the transformation of domestic cost calculation systems into globally compatible models, supported by scientific proposals and practical recommendations. This integration contributes to improved cost efficiency, international comparability, and competitiveness in the global agricultural market.*

INTRODUCTION

World experience shows that in the sustainable development of the agrarian sector, determining the cost of products and introducing strategic management accounting are of great importance. Especially in a field that uses water and resources intensively, such as rice farming, the introduction of modern models of calculation and analysis will create an opportunity to increase production efficiency, optimize the cost structure, and reduce economic risks.

The declaration of 2025 as the "Year of Environmental Protection and the "Green" Economy" by the President of the Republic of Uzbekistan, Sh.M. Mirziyoyev, requires the introduction of approaches based on the principles of both environmental sustainability and economic efficiency in the rice sector. In such conditions, it is urgent to accurately calculate the cost of production and introduce a strategic accounting system that fully and objectively reflects costs.

In international practice, strategic costing methods such as Activity-Based Costing (ABC), Target Costing, Standard Costing, and Benchmarking effectively control production costs and strengthen the decision-making system. This article analyzes the current state of product costing in the rice industry, deeply studies international experiences, and develops proposals for adapting them to national practice [13].

RESEARCH METHOD

This study employs a comparative qualitative research design to analyze the applicability of international cost calculation methods in the context of Uzbekistan's rice production sector. The researchers conducted a thorough evaluation of current national costing practices and compared them with globally established methodologies such as Activity-Based Costing (ABC), Target Costing, Standard Costing, and Benchmarking. Case studies from countries including the USA, Japan, Germany, and South Korea were examined to extract best practices and assess their adaptability to local agricultural contexts. Furthermore, the study proposes a pilot project for implementation in rice farming clusters in Surkhandarya and Kashkadarya regions, utilizing digital tools (e.g., drones, NDVI sensors, and software like Power BI and 1C: Agro) to enhance the precision of cost data collection and strategic decision-making. Strategic cost analysis frameworks were integrated to evaluate the structure of expenditures and develop tailored recommendations for embedding advanced costing methods into national accounting policy and enterprise-level cost control systems.

RESULTS AND DISCUSSION

The rice sector in Uzbekistan is of strategic importance in ensuring food security for the population. However, traditional, manual, and simplified methods are often used in economic calculations and product costing in this sector. Such approaches are focused only on accounting based on total costs and do not reflect the specific costs, resource consumption, or labor efficiency of each technological stage.

Currently, the cost of rice production is mainly calculated based on direct costs and planned norms. The calculation takes into account labor, seed, water, fertilizer, and fuel costs. However, this does not include a deep analysis of the interrelationships and costs between various technological processes. This leads to incorrect decision-making, inefficient use of resources, and high costs.

Current problems and disadvantages

Cost calculation methods do not meet the requirements of a rapidly changing market economy; costs are not detailed and not allocated to specific technological stages; limited access to credentials in medium- and long-term strategic planning; electronic accounting systems and automated analysis methods are not enough.

Currently, the world's leading agrarian countries - the USA, Japan, Germany and South Korea - have managed to save resources, reduce product costs and ensure competitiveness by introducing strategic accounting in agro-industrial sectors.

Activity-based costing (ABC) is widely used in the US. This method calculates the cost of each process separately and allows for accurate performance evaluation. Target Costing is a widespread method in Japan. That is, costing is calculated based on a target market price and internal costs are minimized to achieve it. In Germany, the practice of controlling costs through automated accounting systems and platforms such as SAP for Agriculture has been established. In South Korea, a calculation and forecasting system based on strategic analysis and digital technologies (big data, IoT) has been developed. In the ABC method, all costs in the production process are linked to specific activities. This model provides the following advantages in the rice industry: a separate cost is determined for each process (tillage, sowing, watering, harvesting); redundant or inefficient processes are identified; clear suggestions for cost reduction are formed. Target Costing, Standard Costing, and Benchmarking methods are described as follows:

1. Target Costing : Based on the market price of the product, a price is set that is appropriate for it and all costs are directed towards this goal.
2. Standard Costing : Standard costs are set for each process and compared with actual costs. In some countries, this method is effective in controlling costs.
3. Benchmarking : comparative analysis with the practices of other enterprises or countries, serves to implement an effective model into national practice.

Regarding the conditions and requirements for implementation in national practice, the above-mentioned international strategic accounting methods can be effectively implemented for the rice industry if the following conditions exist: Collect, etc.); Automation of agricultural production processes and real-time data acquisition (via GPS, IoT sensors, drones); Forming a standard and actual cost base for each technological process; Retraining courses on financial literacy and strategic accounting for employees and managers.

A pilot project and model model in the field of rice farming pilot project model is proposed for the implementation of strategic accounting methods : Pilot area: Large rice farming cluster in Surkhandarya or Kashkadarya region. Applicable methods:

ABC (Activity-Based Accounting) — separate identification of costs related to the processes of tilling the land, planting, watering, fertilizing, harvesting, and storing. Target Costing — determining a target cost taking into account the expected market price of the crop. Benchmarking — comparing results with neighboring districts or foreign farmers.

In terms of technical equipment, it is possible to use mobile applications for monitoring agricultural processes using digital accounting software (Google Sheets + Power BI, or 1C: Agro), and to assess the state of the crop using a drone (NDVI), and this practice is supported by foreign experience. As a result, accurate and detailed cost reporting per hectare allows you to reduce costs by 10-15%, increase production efficiency and rational allocation of resources, as well as make decisions based on a cost-benefit analysis for each type of activity.

In the current global economic climate, one of the main tasks facing agro-industrial complexes is to achieve economic and environmental efficiency in the production process. By accurately accounting for costs and correctly forming cost prices in the rice industry, it is possible to achieve not only financial stability, but also competitiveness in the market.

From this point of view, this article analyzes the traditional methods used to determine the cost of products in the rice farming industry, and explains ways of improving them in accordance with the requirements of the "green" economy and the principles of strategic management. After all, the correct calculation of the cost is the main guarantee of making the right decision.

The rice sector, which occupies an important place in the agricultural sector of Uzbekistan, plays a significant role in ensuring food security and increasing export potential. At the same time, determining the cost of production and establishing effective strategic management in rice farming are among the existing problems.

Product costing directly affects the financial results of an enterprise's activities, and incorrect or inaccurate calculations can have dangerous consequences when making strategic decisions.

Especially in the conditions of the deepening of market relations, the need for competitive product production and digital transformation, it is necessary to introduce advanced methods for determining the cost of products.

Republic of Uzbekistan The agricultural development strategy until 2030 also identifies as priority issues such as eliminating problems specific to rice farming, efficient use of water resources, maintaining soil fertility, optimizing product costs, and accurately accounting for costs.

Especially in the context of strategic production management, the accurate calculation of product costs is an important factor for effective decision-making, cost planning and control, and increasing competitiveness. To date, traditional cost accounting methods have been used in the rice industry, which may not reflect the true value of the product.

In this case, it is necessary to strengthen the material base of agriculture, to establish the efficient operation of the logistics chain system. For this, it is necessary to further expand the infrastructure of agricultural products storage, transportation and sale, agrochemical, financial and other modern market services.

In this area, important issues such as creating a favorable investment climate, actively attracting foreign, primarily foreign direct investment, to sectors and regions of the country's economy, introducing modern standards and methods of corporate governance, and strengthening the role of shareholders in the strategic management of enterprises have been identified as tasks [1].

The traditional method of cost analysis has traditionally been used as a process for assessing the impact and consequences of alternative management decisions on the

financial condition or results of an enterprise. Let us consider the features of strategic management analysis of costs. This is a broader cost analysis, in which important indicators of strategic importance are clearly and clearly described, step by step, divided into periods, and in detail by type of activity. Information on the costs of an enterprise is of great importance in developing a general strategy aimed at achieving a sustainable advantage over competitors. The cost accounting system is necessary for making effective management decisions in the field of assessing the property condition of an entity, managing capital flows, and covering obligations.

It should be noted that the use of cost information in strategic planning has not been thoroughly studied in the theory and practice of cost accounting. A thorough analysis of the cost structure of an enterprise with a view to achieving future indicators allows it to gain a significant advantage in the competitive struggle in the market and achieve a reliable victory. This is called strategic cost management in international practice.

U. Kostaev, who conducted research in the field of strategic management accounting, writes: “Financial, tax, and management accounting form the methodological and practical basis of strategic accounting.

It should be noted that, in addition to traditional accounting concepts, strategic management accounting widely uses strategic management methodology. Most modern scholars support the idea that a distinctive feature of strategic management accounting is its focus on external factors of the macro environment. For example, Keith Ward emphasizes the need to prioritize external factors in strategic management accounting[2].

Effective cost accounting is both a goal and a means to achieve it. Therefore, the effectiveness or ineffectiveness of the accounting and analysis system can be assessed based on the achievements and financial results of the enterprise.

Within the framework of the concept of corporate governance, special accounting methods, tools and systems should be used based on the functions and tasks assigned to them as subsystems. When investment decisions are made centrally by shareholders or property owners, the opinions of middle managers in this area may not be taken into account when calculating indicators such as the analysis of the profitability of investments. At the same time, the concept of accounting for costs in strategic management accounting can be crucial in assessing the attractiveness of various options for investment strategies. In such cases, strategic financial analysis, which is considered ineffective for general purposes, can be very useful for others.

The coherence of the various elements of an enterprise's management accounting and internal control system is of great importance in assessing it. In the process of strategic cost management, the main focus should be on ensuring that the management strategies of the upper and lower levels of the enterprise are consistent with each other.

We formulate the following questions using the "Tree of Objectives" method in determining the conceptual directions of strategic management accounting:

1. Does strategic cost management serve the future development of the enterprise?
2. Does strategic cost management increase the chances of strategic management accounting system achievement?
3. Does strategic management accounting help improve the efficiency of the enterprise's accounting system?

Changes in the market situation in the economy, the development of competition increase the demand for the strategic management accounting system, in particular, for the optimization of costs and the calculation of product costs. Therefore, the correct and precisely calculated product cost is the basis for forming the value of the subject's product, and ultimately, its financial results. In the future, it performs the function of information-analytical supply in managing the internal and external environment, determining the factors affecting it, and choosing a strategy for the development of the enterprise. Unfortunately, organizational, methodological and legal issues of management accounting and analysis of expenses for strategic purposes are not sufficiently covered in our country. However, expenses are the central link in the chain of planning (budgeting), accounting, financial analysis, internal financial control system in the financial and economic activity system of the enterprise . It is known from international experience that reasonable cost management is important for making current, including strategic, management decisions by the entity's management.

Prof. Khasanov B.A. and other scientists, approaching the issues of strategic cost management on an international scale, emphasize: “The SCA (Strategic Cost Analysis) system of strategic cost analysis emerged in the 1990s as an important element of management accounting. The main component and central object of this accounting system is the value chain. In the value chain method, each structural unit is tasked with finding opportunities to reduce costs while maintaining the current level of consumer value or to increase consumer value (income) without increasing costs”[3].

Foreign scholars Shank J. and Govindarajan V. describe the strategic cost management method as follows: “The emergence of SCM (Strategic Cost Management) resulted from the convergence of three main themes from the strategic management literature:

1. Value Chain Analysis (SCA).
2. Strategic positioning analysis (position selection).
3. Analysis of factors describing costs [4].

For any economic entity engaged in profitable activity, the consumer value chain includes the stages from the supply process to the sale of finished products from production and then to their delivery to consumers. The main task of the consumer value chain is the strategic management of economic processes occurring outside the enterprise. The purpose of this chain is to form cost prices, plan net profit and bring added value creation into a single system between the manufacturer, processor and

consumer. As an example, we can cite the activities of cotton-textile, fruit-vegetable and other clusters established and operating in our Republic. In this case, organizations and enterprises participating in the process, from the farm supplying the product to its processing and transformation into a finished product, carry out all their calculations in a single cluster center. That is, newly formed added value is created here. The strategy for exporting the product or selling it within the country for domestic consumption is decided by the entity.

K. Simonds was one of the first to introduce the term "Strategic management accounting" to the accounting system and used it as a means of assessing the company's position in relation to other competitors in the network by collecting information on costs and prices, sales and market share, cash flows and the market position of the main competitors[5].

The Chartered Institute of Management Accountants (CIMA) defines strategic management accounting as follows: “Strategic management accounting is a form of management accounting that focuses on information related to external factors that affect the firm’s operations. However, it also gives due consideration to internal information[6].

The following thoughts of economist I.N. Efremova, who conducted scientific research in the field of calculating the cost of products in agricultural enterprises, are relevant: “Calculating the cost of a product is carried out in 2 stages. In the 1st stage, costs are summed up by product type and the total cost is calculated, in the 2nd stage, the cost of one unit of product is determined.

At enterprises, the cost of production for each type of agricultural crop is recorded in a separate calculation sheet, which reflects the total cost of production for complex cost items, expressed in terms of quantity and value”[7].

Economist U. Kostaev divides the indicators of the internal environment of economic entities into economic and financial types, which are used in strategic management accounting. They include: the dynamics of fixed costs; variable cost dynamics; dynamics of expenses of the administrative management apparatus; suggests the establishment of a strategic management account of costs by such types as the dynamics of commercial and realization costs [8].

Management accounting provides a forward-looking analysis of the stages of new value creation, from the receipt of assets and inventories from consignors to the receipt of payments from customers.

In the economic literature, the concept of value added and the concept of the consumer value chain are interpreted differently. From the perspective of strategic management accounting, the concept of value added has two major problems: it starts too late and ends too early [9]. This situation does not allow for the analysis of the entire process, from the provision of labor and resources to the costs and sales processes. However, the above-mentioned circumstances can be of great importance for the final activity of the business entity.

Strategic positioning analysis (positioning) can be an important tool for a company implementing a leadership strategy to maintain cost standards. It should be noted that, in conditions of changing market conditions, business structure, product range and nomenclature, the production costs carefully planned by the company may become less important.

In conclusion, the formation of value in strategic cost management occurs under the influence of many interrelated factors. Revealing the economic content of costs requires understanding the interaction of a set of factors that determine the costs incurred in a particular case.

In strategic management accounting, costs are primarily the monetary expression of the product produced. In strategic cost management, there are concepts related to the cost of producing a product, its volume, and profit. In this regard, it is important to analyze variable and fixed costs, marginal costs, and the critical volume of product sales.

The method of strategic cost management accounting, which is considered a new phenomenon for the economy of our republic, is being put into practice. Its essence requires the division of enterprise costs into costs related to the internal and external environment according to the principle of expenditure. Internal economic costs consist of the cost of products generated in the process of the enterprise's production activities. That is, these costs are related to the formation of cost.

The growth dynamics of the volume of products grown in the fields of agriculture and animal husbandry, which are considered the main branches of the activities of the agricultural enterprises of the Republic of Karakalpakstan and the regions of the Republic of Karakalpakstan and the regions, are important in the strategic management and analysis of costs (Fig. 1).

Figure 1. The share of farming and livestock products in the production volume of agricultural products [11].

As of December 31, 2019, when analyzing the composition of all grain crops grown in our republic, it was found that the main part or 85.2% of their total production volume was cereal grains. Of the total grain crops grown, 5.7% was corn, 4.2% was rice, 3.6% was legumes, and 1.3% was other grain crops.

Analysis by economic categories shows that 70.1% of the total volume of agricultural products corresponds to peasant (personal assistant) farms, 26.9% to farms, and 3.0% to organizations performing agricultural activities [10].

It should be noted that the external costs associated with the market activities of the enterprise include the costs of the supply process, such as the purchase of raw materials, fuels and lubricants, fixed assets, and payment for work and services by third-party organizations. External costs depend on the formation of costs in the external

environment, that is, in the market, and are managed by drawing up a balance of cash flows.

Table 1. A comparative analysis of the effectiveness and importance of the methods of calculating the cost of products according to the stages of integration for the purposes of strategic management accounting [12].

Stages of integration of systems and principles	Product costing method	The effect of the method and practical importance
Field of application: Industry, agriculture, trade, communication, capital construction, transportation, etc.		
Stage 1	"Direct-casting"	By dividing costs into variable, conditionally variable, and fixed components, it creates the conditions for separately calculating the costs and revenues of each type of activity.
	Activity Based Costing (ABC)	Cost management is achieved by categorizing costs by responsibility centers and locations of origin.
	The concept of managing the life cycle costs of a product (Life Cycle Costing - LCC)	Based on the marketing principles of cost management, it allows to determine the costs and financial results over the life cycle of the product.
Stage 2	Activity Based Costing (ABC)	Cost management is achieved by categorizing costs by responsibility centers and locations of origin.
	"Target-costing"	Its essence is to reduce the cost of products throughout the entire production cycle through the use of production, engineering, research, development, and rationalization developments.
	"Kaizen-costing"	The main idea of the "lean production" concept is to minimize all types of losses, optimize costs in small steps, strive for quality, and increase efficiency.
	The concept of managing the life cycle costs of a product (Life	Based on the marketing principles of cost management, it allows to determine the costs and financial results over the life cycle of the product.

	Cycle Costing - LCC)	
Stage 3	"Direct-casting"	By dividing costs into variable, conditionally variable, and fixed components, it creates the conditions for separately calculating the costs and revenues of each type of activity.
	"Standard cost"	The term "Standard Cost" is made up of two words: "standard" refers to the amount of production costs (material and labor) required to produce a unit of product or the costs calculated in advance for a unit of production or service, while the word "Cost" refers to the costs per unit of product. This system is primarily aimed at establishing control over the use of direct production costs, while interrelated calculations are intended to control additional costs. "Standard-Cost" system meets the requirements of businessmen and serves as a powerful tool for controlling production costs.
	Benchmarking (a method of comparing with the best indicators of competitors)	Benchmarking helps to develop a competitive strategy and a system of indicators necessary for its optimal implementation, by comparing the results of an enterprise's activities with the best indicators of its competitors. Benchmarking is one of the most important technologies in strategic management accounting, which allows for a reliable assessment of the likelihood of success of entrepreneurial activity.

An integrated method of organizing strategic management accounting, which combines various systems and principles of cost management, is the cause of wide discussions among economists. In this regard, scientists are proposing scientific developments and models [14].

In our opinion, it is appropriate to divide the implementation of the integrated method of strategic management accounting into five stages:

1. Determining the management system of the rice farm, its objects and the obligations and rights of the responsible persons;
2. Development of accounting policies based on the current rules and principles of accounting for the purposes of strategic management accounting;

3. Approving the system of analytical indicators for evaluating the effectiveness of rice farming;
4. Conducting rapid and prospective monitoring of changes in the external and internal environment and in the activities of key competitors (benchmarking);
5. Planning the most important indicators for assessing the effectiveness of the enterprise's activities, and approving short- and long-term forecast indicators.

From a cost management perspective, we believe it is appropriate for the "Costs" section of the accounting policy to reflect the following: budgeting issues, including the systematization of supply, production and sales processes in a specific chain for the purpose of cost planning, standardization and forecasting in the strategic management accounting system; initial, cumulative, analytical and synthetic accounting of costs, reflecting cost elements and calculation items by responsibility and cost centers, product types, business processes. For analytical accounting of costs, a register of the personal account sheet of the department and production should be maintained in a subaccount adapted to the journal-order form in Excel or the 1C program. Analytical and synthetic accounting of costs is carried out in the current State Accounting Standard No. 21 on accounts 2000-3100. Their deviations and changes from the approved norms (standards) should be recorded in separately opened accounts 3200-3900; approving the order and method of direct and indirect cost distribution, product cost calculation; introduction of methods aimed at reducing costs using innovative ideas of science and opportunities of the digital economy; management report reflecting the results of the enterprise's reporting period in terms of production units, product types and sales markets; describe the methods of express, situational, diagnostic and prospective management analysis of costs and product costs; the research work examines the need and prospects for calculating product costs in agricultural enterprises, taking into account international experience, for the purpose of effectively organizing strategic management accounting. To achieve these goals, methodological and practical issues of strategic cost management are studied [15].

CONCLUSION

Fundamental Finding : This study concludes that aligning domestic rice production cost accounting with international strategic cost management methods enhances the transparency, accuracy, and efficiency of financial decision-making within agricultural enterprises. **Implication :** The integration of synthesized international principles into the accounting policy—particularly through proposed synthetic accounts—enables organizations to better forecast, assess break-even points, and manage costs in uncertain economic conditions, such as during a pandemic. **Limitation :** However, the implementation of these methods may face institutional and infrastructural challenges, including limited access to accounting expertise and data standardization issues across different enterprises. **Future**

Research : Further empirical studies are recommended to validate the effectiveness of the proposed synthetic accounts in various agricultural clusters and to explore digital solutions for real-time strategic cost monitoring in rice and other crop production sectors.

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