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IMPROVING THE EFFICIENCY OF MANAGEMENT OF INNOVATIVE ACTIVITIES IN INDUSTRIAL ENTERPRISES

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Abstract: In the article, processes related to the development of innovative activities in industrial enterprises, integration of the country into the world economy, modernization and diversification processes, management of innovative activities in industrial enterprises, evaluation of economic and social efficiency of innovative projects and improvement of ways of their effective use are researched. Scientific proposals and practical recommendations on increasing the efficiency of management of innovative activities in enterprises have been formulated.

Key words: innovation, innovative activity, innovative process, innovative development, economic renewal, innovative project, products with high scientific capacity, technological innovations.

From the first days of our country's independence, implementing institutional and structural changes in the economy of our republic has become a priority. The structural restructuring of the national economy is one of the decisive factors in the process of implementing economic reforms, and in this direction, it was necessary not only to change the focus of the republic's economy on raw materials, but also to develop competitive enterprises that provide the population with necessary consumer goods. .

The increasing need for the development of innovative processes in Uzbekistan, the integration of the country into the world economy, the modernization and diversification processes, and the acceleration of economic development in the republic "...implementation of complex programs of innovative activity and innovative development at the level of sectors and regions" lack of development of support mechanisms for increasing, innovative and active business entities[1] it is considered one of the main factors preventing the increase of the innovative potential of the national economy.

Therefore, in the future strategic tasks of the Republic of Uzbekistan aimed at the further development of the country, "...to stimulate scientific research and innovation activities, to create effective mechanisms for the implementation of scientific and innovation achievements"[2] and "... to achieve the Republic of Uzbekistan's entry into the ranks of the world's 50 advanced countries according to the Global Innovation Index by 2030"[3] defining the tasks is one of the important issues in the development of innovative activity in the republic and its effective use.

Great efforts are being made to equip industrial enterprises with high-level modern equipment

[1] O‘zbekiston Respublikasi Prezidentining PQ-3698-sonli 2018 yil 7 maydagi “Iqtisodiyotning soha va tarmoqlariga innovatsiyalarni joriy qilish mexanizmlarini takomillashtirish bo‘yicha qo‘shimcha chora-tadbirlari to‘g‘risida”gi Qarori.

[2] 2017-2021 yillarda O‘zbekiston Respublikasini rivojlantirishning beshta ustuvor yo‘nalishi bo‘yicha harakatlar strategiyasi http://strategy.gov.uz/uz/pages/action_strategy

[3] O‘zbekiston Respublikasi Prezidentining 2018 yil 21 sentyabrdagi “2019-2021 yillarda O‘zbekiston Respublikasini innovatsion rivojlantirish strategiyasini tasdiqlash to‘g‘risida”gi PF-5544-sonli Farmoni.

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and technologies, and to implement them in production, to transition to an innovative economy. In this regard, "...the most important guarantee of sustainable economic growth is the production of competitive products, finding new international markets for them, increasing exports, and fully using transit potential."[4]. In order to solve these tasks, deepening scientific research in areas such as increasing innovative activity in the industrial production system, determining the trends and priority directions of innovative-investment activities, evaluating the effectiveness of innovative projects, and improving the financial mechanism of implementing innovative activities in enterprises is of particular importance. .

Analysis of literature on the topic. Y. Schumpeter, one of the first scientists who studied the problems related to innovative processes, considered innovative changes from the point of view of enterprises, entering the markets in exchange for ensuring production on the basis of new techniques and technological processes; creation of product types with new features; use of new raw materials; improvement of production organization and provision of new innovative goods; emphasizes that it is expedient to research new consumer markets by dividing them into directions of opening[5].

P. Druker, who interpreted the development of innovations from the point of view of entrepreneurship, emphasizes that the innovative views and thinking of entrepreneurs differ from each other, that is, the development of innovation processes depends on the specialized directions of entrepreneurshipi[6].

Russian economists M. Ionov, A. Kulagin, V. Loginov scientifically based their research on the fact that innovation is a necessity and means of ensuring the economic efficiency of enterprises.[7].

A. Utkin emphasized the importance of innovations for the effective economic activity of enterprises in market conditions and described them as one of the main levers that ensure the economic growth of the enterprise.

Specific features of solving these problems in Uzbekistan from the point of view of management Sh. It was studied by Zaynutdinov, D. Rakhimova, M. Mahkamova, A. Rasulev, R. Alimov, A. Kadirov, N. Yoldoshev, T. Toshpulatov, and other scientists. In particular, Sh. Zaynutdinov, D. Rahimova and F. Ergashev studied the scientific-theoretical aspects of the development of innovation management, while the foundations of the formation of the national innovation system were covered in the scientific works of A. Rasulev, R. Alimov and A. Kadyrov. R.I. Ghimush, F.M. The Matmuradovs emphasize the implementation of the existing possibilities of stimulating innovative processes by solving and searching for the creation of a new technical solution of discovery, developing scientific research and experimental design works in the priority areas of the economy, introducing new goods to the market, increasing the competitiveness of the product, and perfecting the technologies in the production process.

[4] O‘zbekiston Respublikasi Prezidenti Shavkat Mirziyoyevning Oliy Majlisga Murojaatnomasi Internet manba «prezident.uz». 2020 yil 24 yanvar

[5] Морозова Л. Э., Бортник О. А., Кравчук И. С. Экспертные методы и технологии комплексной оценки экономического и инновационного потенциала предприятий. Учебное пособие.: - М.: Альпина бизнес букс, 2009. - С.9.

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Analysis and results. When making a decision on the implementation of an innovative project, it is necessary to analyze the sources of resources and consumers of the final innovations, that is, the analysis of the external environment of the enterprise should be carried out. These factors should be taken into account during the implementation of an innovative project and the decision-making process. That is why it is important to implement comprehensive management of innovative activities of the enterprise based on the goals and tasks of innovative development as a result of optimizing their use within the framework of the implementation of innovative activities, taking into account the existing limitations of financial and resource supply.

According to our research, it is important to include the following tools in the implementation of the innovation activity management scheme in industrial companies:

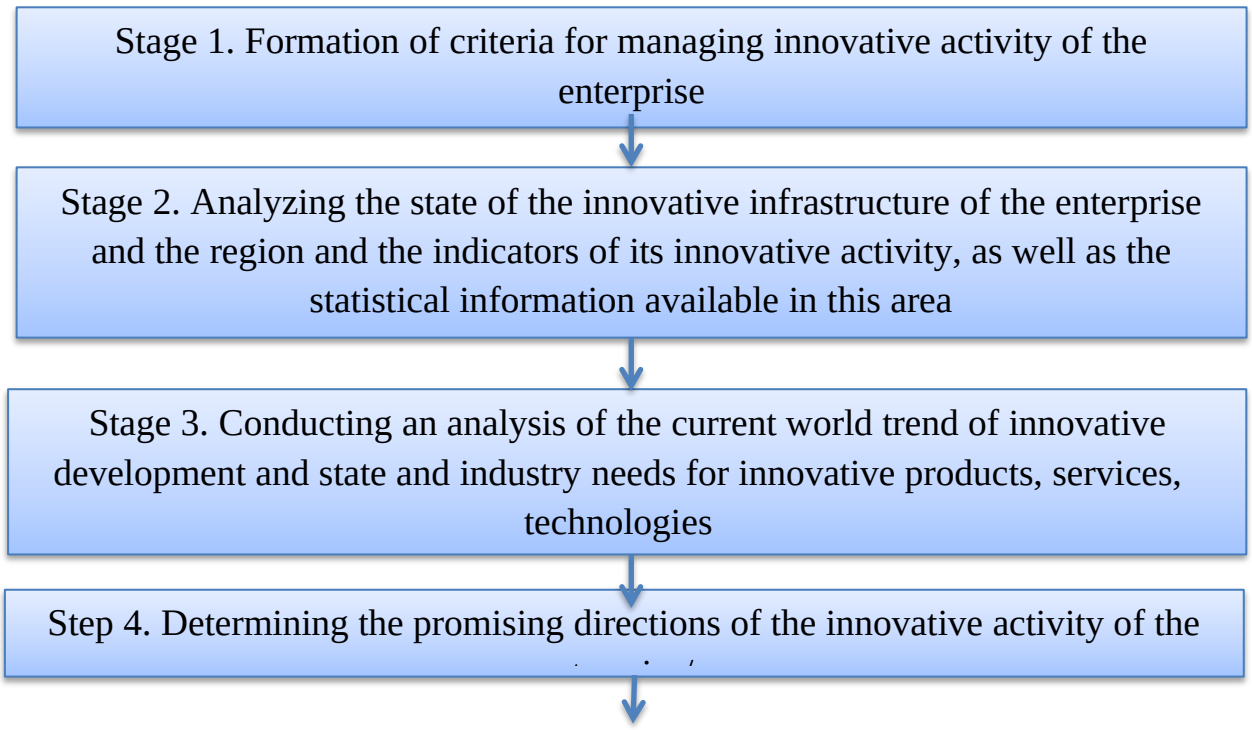
a tool for selecting promising projects for the introduction of innovative ideas;

evaluation tools of innovative projects taking into account external and internal factors of innovative activity;

tools for optimizing the implementation of innovative projects in enterprises of high scientific capacity branches of industry.

The algorithm for its implementation, taking into account the following means of managing the innovative activity of the enterprise, consists of the following stages (Fig. 1).

At the first stage, it is necessary to form the criteria for managing the innovative activity of the enterprise, which consists of the official views of the state, industry and enterprise management on the development of the enterprise. These views are expressed in the performance indicators of the enterprise's innovative activity, special priority directions of the enterprise's activity, the level of permissible risk of the implemented projects, the innovativeness of the projects and the target indicators of economic efficiency.



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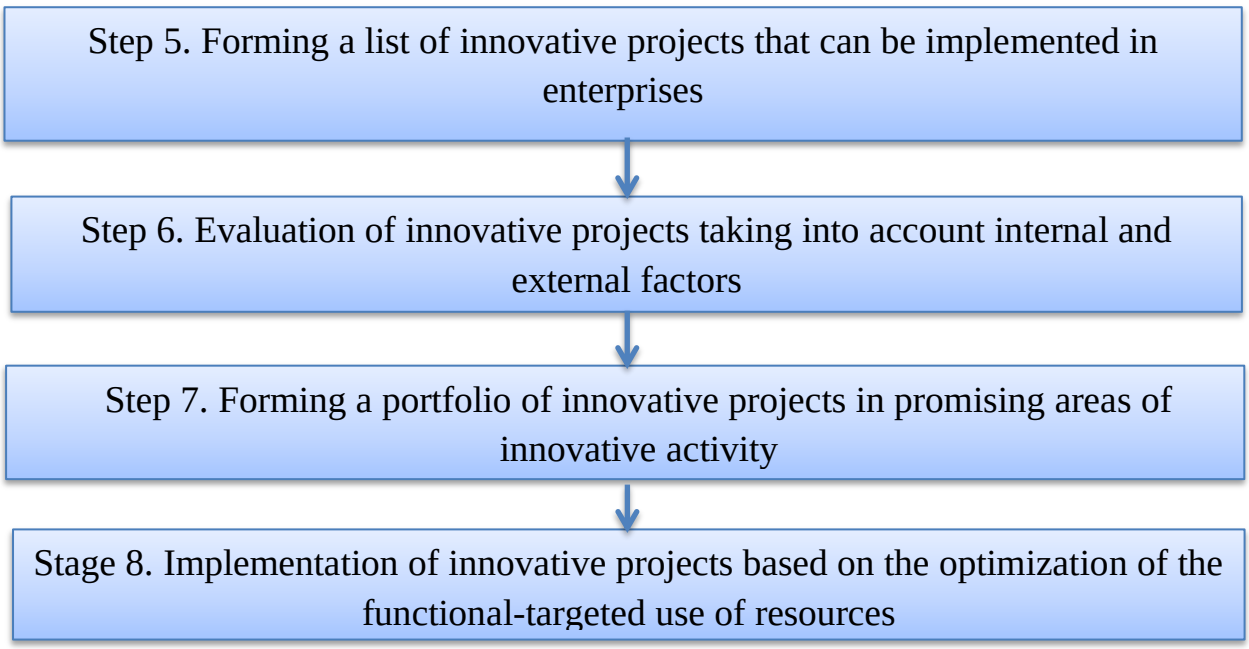

Figure 1. Algorithm for managing innovative activity of the enterprise

At the second stage, it is necessary to consider the state of the innovative infrastructure of the enterprise and the indicators of innovative activity, as well as the analysis of available statistical information in this field. This information indicates that the company has the opportunity to successfully implement innovative activities in various directions.

At the third stage, it is necessary to conduct an analysis of the current world trend of innovative development and the needs of the state and industry for innovative products, services and technologies. It is an integral part of the efficiency of innovative activity and is a requirement for its results. In order to try to project the demand for the expected results of the innovative activity, it is necessary to determine the state orders, industry and market demand in the innovative decisions for the directions of the enterprise's activity. However, the implementation of innovative projects may take considerably longer. The main reason for this is that innovative decisions may change depending on the state order, network and market demand. Therefore, it is necessary to monitor and analyze the changes in trends and tendencies in different areas of innovative activity.

At the fourth stage, it is necessary to determine the promising directions of the innovative development of the enterprise. The following factors should be taken into account when determining the priorities for the implementation of innovative projects of the enterprise:

quantity and quality indicators of internal resources of the enterprise;
current trends in the field of innovative activity;
interests of the enterprise within the framework of implementation of innovative activities;
industry interests within the implementation of innovative activities;
state interests within the implementation of innovative activities;

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investor interests in the financing of innovative activities.

In each specific case, the importance of the above-mentioned factors depends on the form of ownership and the conduct of economic activity, the sources of financing of innovative activities, and the attitude of the company's management.

At the fifth stage, it is necessary to form a list of innovative projects for implementation in the enterprise. For each listed project, economic indicators (net present value or net discounted income, internal rate of return, discounted life of the project, discounted costs, index of return on discounted costs) and innovation indicators (self-innovation The coefficient of self-financing, the coefficient of scientific capacity of innovative projects, the coefficient of scientific capacity of products and services calculated as the result of an innovative project, the coefficient of growth of profitability of products after the introduction of innovations) should be calculated.

In the sixth stage, it is necessary to evaluate the implementation of innovative projects of enterprises with high scientific capacity, taking into account the internal and external factors affecting innovation activity. Implementation of innovative projects is carried out under the active influence of all external factors that can have both a positive and a negative impact on the success of the project. Implementation of innovative projects based on low indicators can be ineffective. As part of the implementation of innovative activities, it is proposed to carry out an evaluation of the implementation of innovative projects in order to increase the efficiency of the use of resources available in the enterprise. Information and statistical data on the implementation of innovative activities have been collected, processed and submitted to a special database designed for the implementation of projects and the storage of statistical information on the innovative activities of enterprises. necessary.

In the seventh stage, the formation and selection of portfolios of innovative projects is carried out. It is necessary to take into account the current trends of technological development, the advantages of participation of the parties in innovative activities, the economic and innovative description of projects, the selection of those listed in the list of projects that fully correspond to the established criteria.

At the eighth stage, it is necessary to start the implementation of selected innovative projects, taking into account the optimization of innovative projects in the enterprises of the industry with high scientific capacity.

The implementation of the algorithm for managing the innovative activity of enterprises listed above can solve the problems of innovative development that are currently considered urgent in the industrial sector of our republic. These include:

- increase the level of implementation of innovative projects;
- increase the efficiency of resource use in the implementation of innovative projects;
- increasing the economic efficiency of innovative projects;
- activation of innovative activities of enterprises within the framework of international, state and industry needs and orders as a result of innovative activities.

The given functional system of management of innovative activities should be clearly distributed among its organizational structures in accordance with the goals of effective operation of the enterprise.

The future development of industrial enterprises with a high scientific capacity requires the creation of a conceptual document that defines the mechanism for managing the innovative activity

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of the enterprise, the order of its basic state. Realization of such a concept in practice will be aimed at ensuring a competitive advantage in the field of production of high-tech, high-tech products.

In order to introduce innovative projects in industrial enterprises, it is necessary to evaluate its economic and social efficiency. Therefore, based on the introduction of technological innovations, it is necessary to determine which of the technical measures are useful to achieve high efficiency in industrial production.

Measures to introduce technological innovations in enterprises include:

- introduction of new and improved types and designs of machines and mechanisms;
- creation of new types of raw materials, materials, fuel and energy;
- introducing new and improved types of technological innovations into production;
- increasing the level of mechanization and automation of technological processes;
- introduction of innovative forms of enterprise management;
- development of inventive and innovative proposals.

It is necessary to accelerate scientific and technical progress in order to develop production in industrial enterprises, increase product volume, improve its quality, and achieve production efficiency. This activity is carried out on the basis of the development of certain economic measures. Measures must be effective.

Innovative projects cannot be put into production without taking it into account and evaluating it.

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