



EFFECTIVE MANAGEMENT OF INNOVATIVE ACTIVITIES IN ENTERPRISES

Ismatov Raxmatilla Oltinovich

Associate Professor of Namangan Engineering and Construction Institute

Hikmatullaeva Maftuna Oybekovna

Student of Namangan Engineering and Construction Institute

Abstract: In the article, the processes related to increasing the competitiveness of the economy in our country, developing innovative processes, increasing the innovative activities of enterprises, increasing their potential, their effective management, and introducing technological innovations are studied.

Key words: national economy, innovation, innovative activity, technology parks, innovation centers, youth technology park, innovative entrepreneurship, innovative project, products with high scientific capacity, technological innovations.

From the first days of our country's independence, implementation of 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. .

In the process of structural renewal of our country's economy, development of priority areas with high scientific capacity, increasing the competitiveness of the national economy is becoming one of the priority tasks. This is a wide range of modern methods that fully satisfy the rapidly growing and changing needs of the population, apply the latest discoveries and technologies to production, produce competitive products, and ensure a stable increase in the life cycle of goods. requires extensive use.

Currently and in the near future, the following main problems that need to be solved in the field of innovative development remain: "... improving and increasing the volume of funding mechanisms for scientific research and innovative projects in public-private partnerships, international financial organizations and funds requires the support of small and innovative entrepreneurship through technoparks, innovation centers and youth technoparks.

By the beginning of the 21st century, it was concluded that in order to increase the competitiveness of the national economy, it is necessary for countries to switch to their innovative production concept. As a result, economists began to develop different views and approaches related to innovations. In this regard, the American economist J. Bright emphasized that "Innovation process is an activity that combines science, technology, entrepreneurship and management, aimed at the commercialization of innovations." According to him, the innovation process includes the stage from the emergence of an idea to the process of commercial implementation.

13	<p>ISSN 2319-2836 (online), Published by ASIA PACIFIC JOURNAL OF MARKETING & MANAGEMENT REVIEW., under Volume: 12 Issue: 03 in March-2023 https://www.gejournal.net/index.php/APJMMR</p>
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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.

P. Druker, who interpreted the development of innovations from the point of view of entrepreneurship, states 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 entrepreneurship.

The Russian economists M. Ionov, A. Kulagin, V. Loginov in their researches have scientifically based the fact that innovation is a necessity and means of ensuring the economic efficiency of enterprises.

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 innovative activity management scheme of the production enterprise:

- a tool for selecting promising projects for the introduction of innovative ideas;
- evaluation tools of innovative projects taking into account the external and internal factors of innovative activity;
- tools for optimizing the implementation of innovative projects in enterprises of high scientific capacity branches of industry.

Taking into account the following means of managing the innovative activity of the enterprise, the stages of its implementation are as follows:

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.

At the second stage, it is necessary to consider the state of the innovative infrastructure of the enterprise and the indicators of its 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 can take much longer. The main reason for this is that innovative decisions may change depending on the state order, network and market demand.

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;
- existing 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;
- investor's 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.

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.

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 the projects, and the selection of those listed in the list of projects that fully meet 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. Implementation of the scheme of management of innovative activities 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 activity should be clearly distributed among its organizational structures in accordance with the goals of effective operation of the enterprise.

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

15	<p>ISSN 2319-2836 (online), Published by ASIA PACIFIC JOURNAL OF MARKETING & MANAGEMENT REVIEW., under Volume: 12 Issue: 03 in March-2023 https://www.gejournal.net/index.php/APJMMR</p>
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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 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 them into account and evaluating them.

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ASIA PACIFIC JOURNAL OF MARKETING & MANAGEMENT REVIEW

ISSN: 2319-2836

IMPACT FACTOR: 7.603

Vol 12, Issue 03, 2023

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