

PRINCIPLES AND STRATEGIES OF INNOVATION MANAGEMENT IN ORGANIZATIONS

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Abstract

This article analyzes the importance of innovative activity for organizations, the principles and strategies for its successful implementation. Innovative activity serves as one of the main factors for increasing competitiveness, adapting to market requirements and economic growth for enterprises. During the study, factors that hinder and stimulate the effectiveness of innovative activity were analyzed and ways to overcome them were discussed. Also, based on the analysis of national and international research, recommendations were developed for the formation of innovative strategies of organizations.

Keywords

innovative activity, strategic management, economic growth, competitiveness, innovative strategies, corporate development.

Introduction

Nowadays, innovation management is one of the main directions of economic development all over the world, playing an important role in increasing the competitiveness of industrial enterprises and the sustainable development of national economies. In developed and developing countries, the promotion of innovative activity, the introduction of new technologies and the development of high-value-added sectors of the economy are identified as one of the priorities of state policy. In order to ensure competitiveness in the global economy, enterprises are striving to effectively manage innovation processes, develop new products and services, and make effective use of scientific and technological progress.

In the USA and the European Union, the innovation management system is implemented through advanced scientific research and the development of startup ecosystems. In Japan, innovative development is based on long-term strategic planning and the introduction of high technologies, while in South Korea, state-supported innovation projects are considered one of the main drivers of economic growth. In China, a strategy of leading the world market through the acceleration of industrial and technological innovation is being pursued. The experience of these

countries shows that the effective organization of innovation management is of great importance for increasing the competitiveness of enterprises and developing the national economy.

In recent years, Uzbekistan has also been implementing systemic reforms aimed at forming an innovative economy. In particular, within the framework of the “Innovative Development Strategy” and “Development of Science, Innovation and Technology” programs, the state is taking measures to support research institutes and innovative startups. A number of initiatives have been put forward to develop the innovation ecosystem, expand venture capital and public-private partnership mechanisms, and introduce research results into production. Also, important steps are being taken to develop innovative activities in industrial enterprises, increase their scientific and technical potential, and produce competitive products in the world market.

At the same time, one of the important tasks remains to further develop the innovation management system in Uzbekistan and increase the innovative activity of industrial enterprises through the introduction of advanced international practices. The main purpose of the study is to analyze the processes of innovative management in industrial enterprises, develop and implement strategies to increase their efficiency. This work studies the theoretical foundations of innovative management, organizational and economic mechanisms and methods of effective management of innovative processes.

A brief analysis of the scientific works of other scientists on the topic.

Innovation management and its theoretical and practical aspects have been widely studied not only by Uzbek scientists, but also by researchers around the world.

Y. Schumpeter's “Theory of Economic Development” highlights the impact of innovation on economic growth. He considers innovation to be the main driving force of the economy and calls this process “creative destruction”. Schumpeter's approach shows the importance of increasing competitiveness in industrial enterprises by introducing new products and technologies [6].

In this regard, **Uzbek scientists** A.V.Vakhabov, H.P.Abulqosimov, T.S.Rasulov and other Uzbek scientists have studied the theoretical and practical aspects of innovation management in local conditions in their scientific works. They provide information on the impact and effectiveness of the development and implementation of innovation strategies for enterprises on the national economy. They also provide analysis of local problems and opportunities, including state support policies and the development of innovation infrastructure.

For example, A.V.Vakhabov and H.P.Abulqosimov analyzed ways to increase the economic efficiency of innovative activities. They emphasized the importance of a strategic approach to managing innovation processes and showed the need to form an innovative culture in enterprises [5].

T.S.Rasulov and N.M.Mahmudov studied the organizational and economic mechanisms for the development of innovative activities in industrial enterprises and made recommendations for improving the innovative infrastructure [3].

D.N.Akabirova and A.M.Kodirov studied the issues of financing innovative activities and highlighted the importance of venture capital and public-private partnerships [2].

A.T. Ahmedova and N.R.Alimova focused on issues of increasing human resources capacity in innovative activities and made proposals for improving the system of scientific personnel training [1].

A.R. Yoqubjonov and Z.T. Gaibnazarova analyzed the legal framework of innovative activities and made recommendations for improving legislation [7].

Sh.E. Sindarov, U.A.Madrahimov, and O.K. Khamirayev studied the issues of regional development of innovative activities and developed scientifically based proposals for the formation of regional innovation policy [4].

The scientific works of these scientists serve to deeply study the theoretical and practical aspects of innovative activity management in industrial enterprises and are an important source for the development and implementation of innovative strategies for enterprises. At the same time, the mechanisms for increasing efficiency based on the development of innovative activity in industrial enterprises have not been studied sufficiently deeply and comprehensively in the scientific works of the above-mentioned economists. In the conditions of innovative development of the economy, the scope of research on the management of innovative activity in industrial enterprises still needs to be expanded. Therefore, it is necessary to deepen scientific and methodological research on this topic and conduct comprehensive research.

Research Methodology

The study analyzes, based on scientific research and experiments, modern principles, dynamic structures and main tasks of improving the innovative activities of organizations, and provides recommendations for developing scientific and technical innovations, implementing them in practice, and increasing their economic efficiency.

Analysis and results.

In modern conditions, firms gain competitive advantages through the following factors: improving technologies; developing logistics relationships;

diversifying and improving the quality of services provided; monitoring and timely adapting to customer preferences; entering new areas of management; developing the regulatory and legal order, and many other factors.

Innovation activity can also be viewed as a complex dynamic structure. It is designed to perform the following functions and tasks:

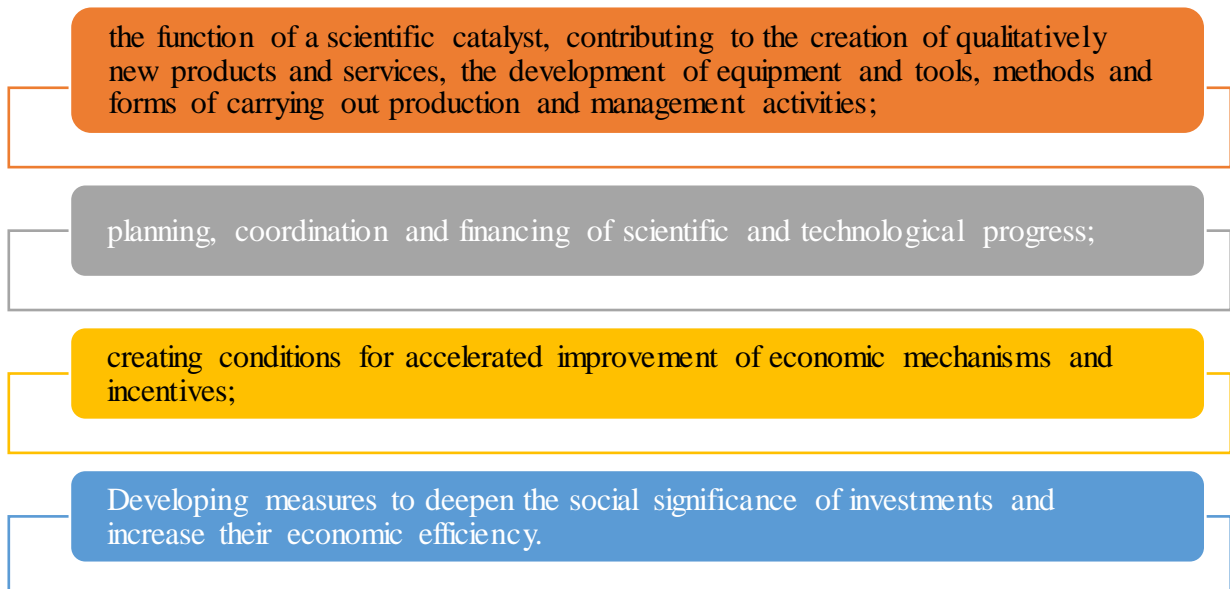


Figure 1. The complex dynamic structure of innovative activity

Innovative activity is aimed at ensuring the entry of scientific discoveries and innovations into the commercial sphere of the economy, which has a positive effect on the expansion of the nomenclature, improving its quality, increasing the profitability of production, and allows the use of new production technologies. All these factors together contribute to the entry of local products into domestic and foreign markets.

A number of basic principles can be noted in organizing innovative activities:

- The purposeful direction, that is, the organization of innovative activity, should ensure the continuity of the innovation process. Continuity is understood here as the integrity of the innovation system, which should help overcome negative aspects in the transfer of information along the stages of the innovation cycle;
- the systematic nature of innovative activities, i.e. the existence of clearly defined functions, their performers and the relationships between them;
- accurate reflection of the impact of external and internal environmental factors on the processes of creating innovations in an enterprise, taking into account their changing trends.
- optimal combination of powers and responsibilities of departments;
- efficiency, that is, the organization of innovative activities should ensure optimal effectiveness of the innovation process, which is achieved by shortening

the innovation cycle, increasing the competitiveness of new products, responding to consumer demands in a timely manner, etc.;

- hierarchical relationships, that is, hierarchical interaction between elements of innovative activity at any vertical and horizontal system levels. But along with the basic principles, some scientists also emphasize specific aspects
 - creating conditions that facilitate the search and development of innovative projects;
 - directing new products to the end consumer.
 - The direction of innovative activities should stem from the organization's own tasks and goals.
 - The manager has the function of innovation policy, which obliges him to carry out work on developing the strategy and organizing the activities of the enterprise;
 - it is necessary to include all the market potential of the organization in innovative activities;

Also, when organizing innovative activities, the organization should distinguish the following main tasks:

1. Creation of plans for the implementation of innovative projects. This task is carried out by determining the mission, which is based on the characteristics of the enterprise's activities. Then it is necessary to develop a general strategy and a strategy for types of activities, as well as to set goals and objectives for each. It is necessary to implement the most profitable and economically feasible of the presented programs. On the basis of such innovative actions, short-term, medium-term and long-term planning is formed, which is carried out on the principle of continuity;
2. Directly addressing issues of organizing innovative activity. The scope of individuals, structures and processes that need innovative development is determined. Today, one can see many departments engaged in the formation of strategies that contribute to the development of innovative activity, but there are very few separate structures that contribute to the management of such innovations.
3. Creating motivational conditions for participants in innovative activities. Creating a corporate spirit in the enterprise, a social policy, and developing an effective remuneration system - all these are the tasks of motivating employees.
4. Regular analysis of the effectiveness of innovative activities. It is necessary to timely understand and assess the nature of the impact of the innovations used and make adjustments on this basis.

any enterprise implementing innovations is the survival and development of the organization in the market by producing new products, services, and creating innovative features of its products.

look at an enterprise from the perspective of its internal environment, it is important to develop its scientific, scientific-technical, intellectual and other potential, and to create innovative production systems.

Increasing competitiveness can be achieved not only through the introduction of new production technologies, but also through the creation of conceptually new management models.

noted the conditions for organizing innovative activities, now it is necessary to note the important tasks of directly implementing this process:

- use the capabilities of research and design bureaus, new designs and products, and laboratory research in their activities;
- implementation of marketing, logistics functions, selection of new materials, parts and raw materials;
- leads to the creation of innovative production technologies, the development of the know-how sector, and the emergence of new technological processes for product production;
- continuous improvement of staff skills, etc.;
- timely and reliable information for effective innovation activities;
- Taking actions related to obtaining intellectual property rights, patents, licenses, etc.

Innovative activity is an aspect of an organization's activities that contributes to the acceleration of development, as well as to increasing the competitiveness of the enterprise and its products, and to implementing structural restructuring. However, it is necessary to take into account the factors that accelerate and slow down the innovation process. (Table 1)

(Table 1)

Factors that develop the innovative activity of organizations

Group of factors	Factors hindering innovation activity.	Factors stimulating innovative activity
Economic and technological	Insufficient funds to finance innovative projects, weak material and scientific and technical base, lack of reserve capacity, and predominance of current production interests.	Availability of financial and material and technical resources, advanced technologies, necessary economic and scientific and technical infrastructure

Political and legal	Restrictions arising from antitrust, tax, depreciation, patent and licensing legislation	Legal measures: incentives for innovative activities, state support for innovation
Social psychological and cultural	Resistance to change, such as changing the status of employees, which can lead to such consequences as: violation of behavioral stereotypes and established traditions, fear of uncertainty, anxiety about being punished for failure.	To provide moral encouragement to participants in the innovation process, public recognition, opportunities for self-realization, freedom of creative work, and creation of a normal psychological environment in the work team.
Organizational management	The company's established organizational structure, excessive centralization, authoritarian management style, the predominance of vertical information flows, departmental closure, difficulty in inter-sectoral and inter-organizational interaction, focus on short-term profitability, difficulty in coordinating the interests of participants in innovation processes	Flexibility of the organizational structure, democratic management style, dominance of horizontal information flows, self-planning, acceptance of corrections, decentralization, formation of target working groups.

From the above, we can emphasize that defining correct and effective tasks is of great importance in the innovation process.

Conclusion

In today's rapidly changing economic environment, innovative activities are essential for ensuring the sustainable development and competitiveness of

organizations. Properly implementing innovation management allows enterprises to open up new opportunities, adapt to market demands, and increase efficiency.

Research shows that the following principles must be followed to successfully manage innovation activities:

- developing innovation strategies and aligning them with the organization's overall business model;
- developing internal and external cooperation, as well as stimulating the creative potential of employees;
- increasing the volume of investments in innovative activities and properly distributing financial resources;
- improving innovative infrastructure and widespread use of modern technologies;

Continuous monitoring and evaluation of innovation activities.

International experience shows that state support, improvement of the legislative framework, and development of mechanisms for stimulating innovation contribute to increasing the efficiency of innovative activities of enterprises. Therefore, strengthening and improving the innovation strategies of organizations remains an important factor in the sustainable development of the country's economy.

In general, innovative activities not only increase the competitiveness of an organization, but also accelerate its development process. Organizations must adhere to the above principles in order to successfully implement their innovative activities .

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