

IMPROVING INNOVATIVE ACTIVITY MANAGEMENT SYSTEM IN ENTERPRISES

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Abstract: *this article analyzes the innovative management system of industrial enterprises, methods and stages of its improvement, and its results.*

Key words: *innovation, index, enterprise, production, sustainable development, innovative activity, management, efficiency.*

INTRODUCTION

In the world, priority is given to ensuring the stability of innovative development of the country's national economy by increasing the efficiency of using innovations in the management of enterprises. In particular, according to the "Global Innovation Index - 2023", Switzerland (67.6), Sweden (64.2), USA (63.5), Great Britain (62.4), Singapore (61.5) are world leaders. Being "innovator countries", on average, 65-70 percent of the country's GDP is created at the expense of the innovative economy.[1] In order to ensure sustainable economic growth in the conditions of globalization of economic relations, increasing the efficiency of using innovations in the management of enterprises is becoming a priority.

In the conditions of the new Uzbekistan, priority is given to reforms aimed at effective use of innovations in the management of enterprises, including implementation of innovative developments in the processes of enterprise management, improvement of the efficiency of their innovative activities, mutual transfer of innovations between enterprises and their adoption, and promotion of the use of "radically renewable" innovations. The innovative development strategy of the country defines the tasks of "acceleration of innovative development, wide application of innovations and technologies in all sectors of the economy"[2]. At the current stage of the development of the country's national economy, it is important to accelerate the use of innovations in the management of enterprises, to implement modern methods of innovative management, to effectively use the innovative potential of the enterprise, to increase the production volume of innovative products, and to determine the impact of increasing the efficiency of the use of innovations in the management of enterprises on the national economy.

LITERATURE ANALYSIS

The scientific-theoretical basis of the use of innovations in the management of enterprises, the methodology of evaluating its efficiency indicators, the socio-economic necessity of the development of innovative management in enterprises were presented by E.V. Evtushenko[3], Z.M. Isakova[4], L. Kalacheva[5], S.F. Sayfulina[6], L.A.

Klimova[7] V.N. Economists such as Suyazov[8] researched the organization of the practice of using innovations in the management of enterprises in the conditions of the transition to a market economy, the possibilities of practical use of the advanced foreign experience of the development of innovative management of enterprises in the country, the factors affecting the effectiveness of the use of innovations in the management of enterprises.

MATERIALS AND METHODS

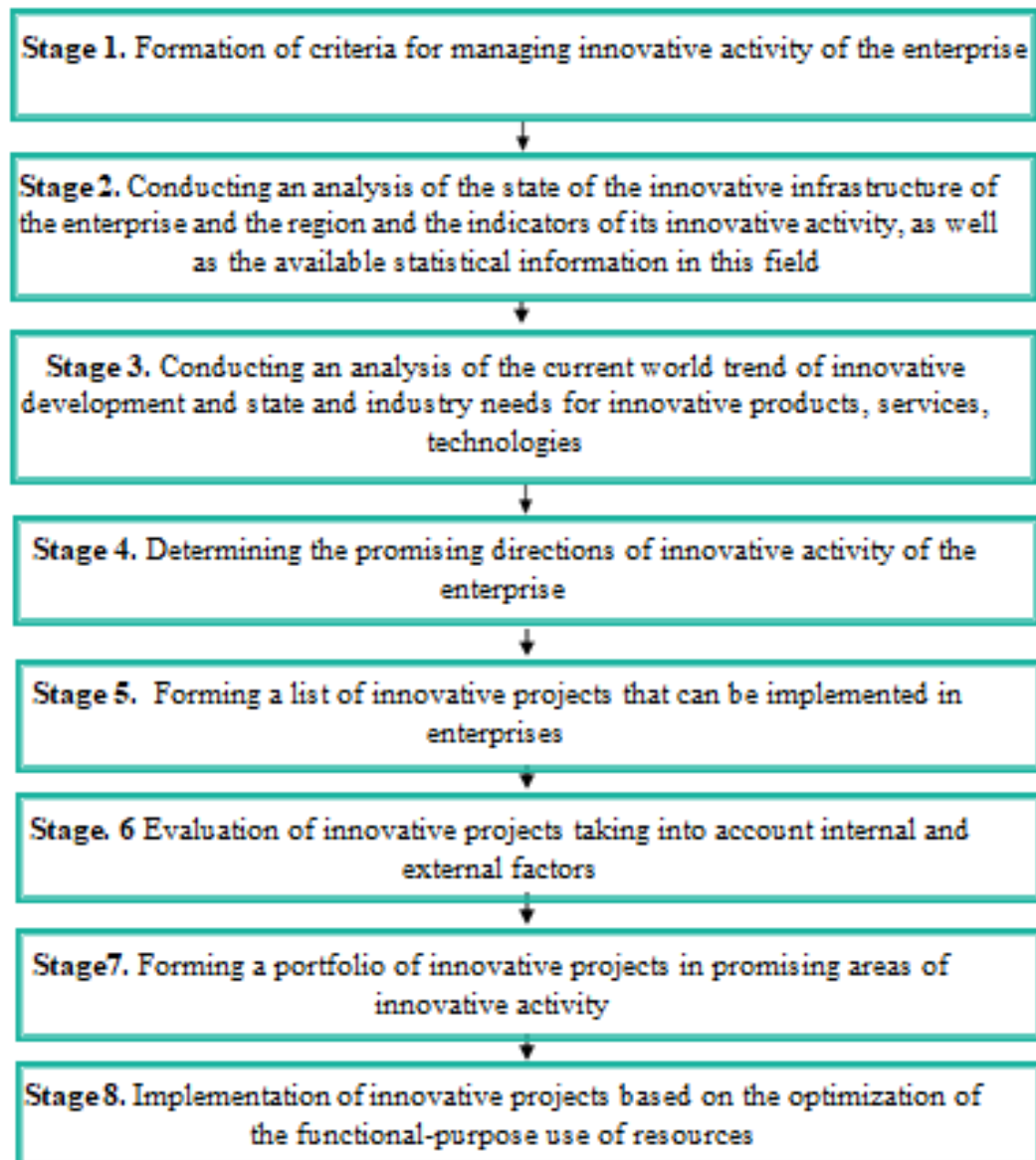
Grouping, systematic approach, theoretical and practical study, induction and deduction, analysis and synthesis, comparative analysis methods were used in the research process.

RESULTS AND DISCUSSION

Errors in determining the goals and objectives of innovative development can lead to ineffective spending of financial and other resources directed to innovative activities. In particular, the company's ineffective time spent on innovative activities is a significant loss of financial resources associated with the current high rate of development of high-capacity scientific production in the industrial sector.

Implementation of interconnected and incomplete implementation of projects within the defined directions of innovative development of the industry may have a positive effect on individual directions of the enterprise's activity, but the overall innovative development of the enterprise will be deprived of synergistic effect. 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 and decision-making process of an innovative project. 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.

The algorithm for its implementation, taking into account the above-mentioned means of managing the innovative activity of the enterprise, consists of the following stages (1.1- picture).



1.1- picture Management of innovative activities of the enterprise algorithm 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 efficiency 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 conduct an analysis of the state of the innovative infrastructure of the enterprise and the indicators of its innovative activity, as well as the available statistical information in this field. This information is for the successful implementation of innovative activities in various directions means that the company has the opportunity.

The effectiveness of investments in innovative activities in different directions differs from each other depending on the technical equipment, personnel potential, existing traditions and experience of one or another innovative development within the enterprise in question.

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. Innovation is an integral part of the effectiveness of 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, network and market demand in the innovative decisions for the directions of the enterprise's activity. However, the implementation of innovative projects can cover a sufficiently long period of time. The main reason for this is that innovative decisions can change depending on the state order, network and market demand. Therefore, it is necessary to monitor and analyze changes in trends and trends 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;
- 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 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 project payback period, discounted costs, discounted cost profitability index) and innovation indicators (innovation self-financing coefficient, innovation project science capacity coefficient) , the coefficient of scientific capacity of products and services calculated as the result of the innovation 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 performance may be ineffective. In order to improve the efficiency of the use of resources available in the enterprise, it is proposed to carry out an evaluation of the implementation of innovative projects within the framework of the implementation of innovative activities. The implementation of innovative projects covers the execution of most types of work set with specific funding. The success of each work depends on many factors, the main one of which was considered to be financing. In order to determine whether innovative projects are economically feasible, it is suggested to study the structural structure of the project in terms of the scope of work performed, and to determine the probability of successful completion of each volume of work based on the amount of specific funding based on the statistics collected on this type of work. Information and statistics on the implementation of innovative activities must be 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.

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, the selection of those listed in the list of projects that fully correspond to the established criteria.

In 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 mentioned 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 presented 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.

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 of the enterprise, the order of its basic status.

Realization of such a concept in practice will be aimed at ensuring a competitive advantage in the field of production of high-tech, high-scientific products.

In order to introduce innovative projects in industrial 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.

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;
- introduction of 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.

Various indicators based on many years of experience of scientific and technical activities and innovative work, including the annual economic efficiency achieved as a result of the development and use of machines and technical tools, are determined as follows:

$$C=(X_1 \times a - X_2 \times \Pi) \times A_2 - \Gamma, \quad (3.4)$$

where X_1 and X_2 are production costs of a product unit using existing and new technology; a is a coefficient representing the quality and relative advantage of new technical means.

The coefficient representing the quality and relative advantage of new technical means is calculated as follows:

$$(3.5)$$

where Q_1 and Q_2 are the volume of products produced during the year per unit of existing and new technical means;

$$a = \frac{Q_2 P_1 + C_n}{Q_1 P_2 + C_n} \quad (3.5)$$

R_1 and R_2 – the weight of allowances for their restoration in the value of existing and new technical means;

P is the efficiency achieved during the use of new technology.

It is determined using the following formula:

$$\Pi = \frac{(U_1^1 - U_2^1) - C_n(K_2^1 - K_1^1)}{P_2 + C_n} \quad (3.6)$$

where: U11 and U12 are current costs during the period of use of existing and new equipment;

K11 and K12 – capital investments related to the use of existing and new equipment;

Sn – efficiency coefficient of capital investments at the standard level;

A2 - volume of products produced with the help of new technology after its introduction;

G - costs of designing new equipment.

The process of evaluating the effectiveness of innovative techniques is based on the principles of determining comparative effectiveness. Today, such calculations are carried out on the basis of the method of determining the economic efficiency of the use of innovative projects in industrial enterprises.

According to this method, the economic efficiency of enterprises is determined based on the following indicator:

$$IS = (Q_1 - Q_2) \times A_2, \quad (3.7)$$

where IS is the annual economic effect (sum);

Q1 and Q2 - costs per unit of product prepared with the help of new technology;

A2 - the annual volume of products produced using new equipment in the reporting year.

Economic efficiency of innovative techniques and technology

in planning and perspective taking into account its impact on the main technical and economic indicators, including the increase of profit and labor productivity, decrease of labor, material and capital capacity, decrease of product cost.

In the assessment and analysis of the effectiveness of new techniques and technologies in industrial enterprises, the factors related to the improvement of working conditions representing its social results, ensuring safety and comfort in the production process, improving the knowledge and skills of employees, protecting the environment, and creating the most favorable conditions for employees should also be taken into account.

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